
STATEMENT OF QUALIFICATIONS



Planning Consulting and Plan Implementation: Focus: **IMPACT FEES**

ROSS+associates

urban planning & plan implementation

in partnership with

Hatley Plans LLC

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Planning Consulting and Plan Implementation:
Focus: IMPACT FEES

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Overview of the Firm

ROSS+associates is a nationally recognized urban planning and plan implementation firm. Strategic and long-range comprehensive planning, zoning and land development codes, impact fees and other implementation and project financing programs that realistically achieve plan objectives, are major strengths of the firm.

The corporate vision of the firm is to assist the client in devising a strategy that will meet public needs for coping with anticipated growth and change within financial realities.

For several years, we have partnered with Paige Hatley and her firm **Hatley Plans, LLC**, on a wide range of projects, including Impact Fee Programs, Comprehensive Plans, Zoning Ordinances and Unified Development Codes.

We have prepared the vast majority of **impact fee programs** in Georgia, across the State. In addition to impact fee programs and water/sewer fee studies, our services related to public facility planning, programming and implementation services range from broad Capital Improvement Programs creating a local funding strategy for a wide spectrum of public facilities, to individual facility categories such as Transportation Plans and Parks and Recreation Plans.

Comprehensive land use planning services include the identification of land use and community facility needs based on future forecasts of population growth and economic development demand, projected patterns of land use development, and the delineation of character areas. In addition to city and county Comprehensive Plans, related planning specialties include demographics and growth forecasts, affordable housing strategies and ‘smart growth’ community design criteria.

Land development regulations further implementation through state-of-the-art regulations, such as zoning ordinances and unified development codes, that translate local Plan objectives into actual requirements and streamlined procedures within realistic staffing capabilities.

Public outreach and involvement through such vehicles as advisory committees, festivals, workshops, web sites, community surveys, media contacts and brochures are hallmarks of the firm’s approach.



Business Location and Officers

ROSS+associates maintains offices in Atlanta and Madison, Georgia. The offices are located at:

211 Colonial Homes Drive NW
Suite 2307
Atlanta, Georgia 30309

340 N. Main Street
Madison, Georgia 30650

ROSS+associates is a Sole Proprietorship owned by William F. (Bill) Ross.

History and Legal Structure of the Firm

ROSS+associates was created in 2001 as a merger of WFR Associates and Cooper-Ross sv. The company is based in Georgia and is active throughout the state and on the national level.

WFR Associates was formed by William F. Ross in 1988, following twelve years of experience in public service and six years of private sector work.

Cooper-Ross sv was formed in 1992 as a special venture between WFR Associates and Cooper Consulting Company of Birmingham, Alabama. Mr. Ross served as a Principal of the firm, along with his partner, Connie Cooper.

In addition to ROSS+associates, some of the work done by the firm's principals on zoning and land development regulations in the state has been accomplished through its sister company, the **Georgia Zoning Institute**. The Institute was created in order to bring together legal and engineering expertise to focus exclusively on regulatory issues facing cities and counties in Georgia. William F. Ross, President of ROSS+associates, is also President of the Georgia Zoning Institute.

Current Partnerships

While ROSS+associates continues to work independently on many planning assignments, the company has often partnered with Hatley Plans, LLC, on a wide range of projects, including Impact Fee Programs and updates, Comprehensive Plans, Zoning Regulations and Unified Development Ordinances.

Availability

The firm's current workload, projects winding down and projects anticipated as a result of current proposals provide adequate staff time to undertake the proposed work.

Consultant's Experience

William F. Ross, who oversees all activities of the firm, has over forty-five years of planning experience in government and private consulting, and is a recognized expert regarding zoning and land development regulation and administration, and in the field of impact fees, particularly under Georgia's unique laws and court decisions.

Bill Ross' career has included both "in the trenches" experience as a public official within local government and extensive consulting work with cities and counties regarding their land use planning activities, zoning and land development regulations, and public facility programming and financing. While with Fulton County, Mr. Ross served as Deputy Director for Planning and Administration of the Planning and Community Development Department. This entailed day-to-day direction to the Planning Division as well as administration of the entire department (which included the Public Works Division and their three inmate work camps). Future land use planning, rezoning reviews and recommendations, and preparing land development regulations are normal activities of any planning department. Subsequently, Mr. Ross served as the Director of Development in Gwinnett County, where he oversaw the development review, construction and building permitting processes, development and building inspections, and code enforcement for the county. Mr. Ross consolidated all of Gwinnett County's zoning and development related ordinances into a single Unified Development Code—the first in the state and still in use today (with a few amendments over time). This "hands on" experience in these two large and fast-growing counties has been very helpful when consulting with cities and counties, providing an insider's view of planning and zoning realities.

On the legal front, Mr. Ross has provided professional assistance and expert testimony in defense of cities and counties that have been sued over rezoning or other land development related decisions. All of the many cases that Mr. Ross has been involved in have either been won in court or withdrawn by the plaintiffs. In providing these services, Mr. Ross keeps abreast of decisions of the Georgia Supreme Court as zoning law evolves in the state, and with legal trends nationwide.

With regard to professional development, Mr. Ross has been actively involved with the advancement of planning in Georgia through the Georgia Planning Association, including two terms as President of the organization. Mr. Ross most recently edited the GPA newsletter, *Georgia Planner*, and served as the Founding President of the Georgia Planning Memorial Foundation.

■ **Resume of Bill Ross**

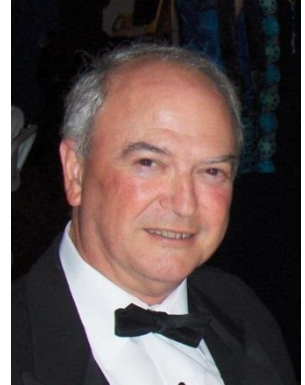
William F. Ross is President and sole proprietor of ROSS+associates. His resume appears on the following pages.

■ **Resume of Paige Hatley**

Paige Hatley is President of Hatley Plans LLC. Her resume is presented below.

William F. Ross

President, ROSS+associates



William F. (Bill) Ross has over forty-five years of planning experience in government and private consulting and carries unique credentials in the areas of land development regulation, comprehensive planning, socioeconomic forecasting, and infrastructure financing. Since the early 1970's, Mr. Ross has been involved in various aspects of planning as an urban planning consultant and as a government official.

Mr. Ross has directed preparation of **impact fee programs** for a wide variety of cities and counties in Georgia. Under Mr. Ross' hands-on participation, about two-thirds of all impact fee programs adopted in Georgia were prepared by ROSS+associates. (See attached Client List.)

On a broader view of **Infrastructure financing**, Mr. Ross has addressed key policy and implementation issues related to long range financial planning in several projects, including the creation of Community Improvement Districts (CIDs) for downtown Atlanta, the Cherokee County Technology Ridge and the Central Perimeter Area; creation of Georgia's second Transportation Management Association; and the land use/regulatory aspects of a Tax Allocation District (TAD) for Bulloch County.

In the area of **land development regulation**, Mr. Ross has prepared zoning ordinances, unified land development codes and sign ordinances in a number of cities and counties. Recent experience has focused on the preparation of unified development codes (UDCs), which combine zoning, signage, subdivision, erosion, flood protection and other requirements relating to the entire land development process into a single ordinance. Clients in Georgia have ranged from very rural areas such as Crisp and Lumpkin Counties, to high growth suburbanizing areas such as Hall County, to mature urban areas such as Columbus/Muscogee County. In all cases, the goal is to make regulations effective, both in being easy for the average citizen or developer to understand and for the public official to interpret and enforce.

As a planning consultant, Mr. Ross has prepared **Comprehensive Plans** and Updates in a number of cities and counties, particularly in Georgia. In Macon-Bibb County, Mr. Ross prepared the demographic and economic development calculations and Land Use Plan Update in coordination with a new Transportation Plan for the region. More recently, the firm headed up a multi-disciplined team to update the Joint Comprehensive Plan for Cherokee County and its cities of Ball Ground, Waleska and Woodstock, including detailed forecasts, an extensive market study and a fiscal analysis of the impact of new growth on the County. Recent Comprehensive Plans or updates prepared under Mr. Ross' direction include the cities of Cartersville, Chamblee, Suwanee and Woodstock, as well as Douglas County, Oconee County and Jackson County, and forecasts for the Gainesville-Hall County Master Transportation Plan.

As a government official, Mr. Ross was with Fulton County, Georgia, for ten years, heading up all planning and zoning activities, and directed the Development Department in Gwinnett County for two years. While at Fulton County, Mr. Ross created the County's first Comprehensive Plan and implemented their neighborhood planning program. Mr. Ross also administered the rezoning and plan review process and extensively amended the County's various land development regulations. In Gwinnett County, then the fastest growing urban county in America, Mr. Ross reorganized the plan review, permitting and inspections process in a system issuing 10,000 building permits in new construction a year. While there, the County's zoning, subdivision and other development-related ordinances were revamped and combined into a Land Development Code with his direct participation and in coordination with a task force of private engineers, developers and builders.

In addition, Mr. Ross has used his extensive experience to make presentations regarding comprehensive planning, land development regulation and infrastructure financing at many **conferences**. Sessions at Georgia Planning Association and Georgia Association of Zoning Administrators conferences since 2000 alone include:

- Planning and Zoning 201 (with Paige Hatley) - GAZA Summer Conference, 2019
- Overlay Districts (with Paige Hatley) - GAZA Winter Conference, 2019
- Training Appointed Board Members, Variances Session: DCA and GPA 2018
- Impact Fees—Georgia's Most Ignored Law? - GPA 2018
- Appointed Boards: Making Sound Decisions - CPI and GPA 2017
- Signs - Is Your Code Legal? (with Paige Hatley) - GAZA Winter Conference, 2016
- Your Signs are Showing (with Paige Hatley) - GAZA 2015
- Zoning for Economic Development - GAZA 2012
- Setting Fees (How to and Why) - GAZA 2011
- Funding Strategies for Plan Implementation - GPA 2010
- Zoning Administration - GAZA 2010
- Marriage of Comp Plans and Ordinances - GAZA 2009
- Regulating Signs in the Digital Age - GAZA 2009 and GPA 2009
- The Hybrid Code - GPA 2008
- Do the Right Thing ... Ethical Decision-making in the Planning Process - GPA 2008
- The Zoning Clinic - GPA 2008
- Urban Zoning - GAZA 2007
- Form-Based Codes - GAZA 2007
- Development Strategies - GAZA 2006
- Signs - GAZA 2006
- Getting What You Want ... Linking the Comprehensive Plan to Development Regs - GPA 2005
- Show Me the Money ... Strategies for Funding Capital Improvements - GPA 2005
- Annexation: Threading the Needle Five Ways - GPA 2005
- Hardships, Heartaches ... Variances and Other "Relief" - GAZA 2004
- Signs - GAZA 2003
- Subdivision Plat Reviews - GAZA 2002
- Goes Without Saying ... New Rules for Signs in Georgia - GPA 2002
- Design Concept Development Districts - GPA 2002
- Considerations in Choosing Land Use Controls - GPA 2002
- Impact Fees and Development Agreements - GAZA 2001
- Impact Fees ... The Planning Connection - GPA 2001
- Making Conservation Subdivisions Real - GPA 2001
- Linking the Smart Growth Vision to Reality - GAZA 2000

Mr. Ross also has provided training programs for public officials in several cities regarding their roles and decision-making.

Employment History President, ROSS+associates, 2001–Present
President, Georgia Zoning Institute, Inc. 1995-Present
Principal, Cooper-Ross sv, Atlanta & Birmingham, 1992-2001
President, WFR Associates, Atlanta, Georgia, 1988-2001
Vice-President, Post Properties, Inc., Atlanta, Georgia, 1987-88
Director of Development, Gwinnett County, Georgia, 1985-87
Deputy Director, Planning & Administration, Fulton County, GA, 1975-1985
Planning Consultant, Adley Associates, Inc., 1970-75

Education/Honors Georgia State University, B.S. in Urban Life with Honors (1970):
Dean's Key for Scholastic Achievement
Blue Key Honor Fraternity
University of Georgia, Carl Vinson Institute of Government:
Certificate of Public Management (1987).

Professional Affiliations Founding President, Georgia Planning Memorial Foundation, 2008–2015
Vice-President, Georgia Planning Memorial Foundation, 2015 to present
President, Georgia Planning Association, 1993-1997
Editor, GPA Newsletter, 2005--2012
Chairman, GPA Nominations Committee, 1998, 2000 and 2002
Chairman, GPA Public Relations Committee, 1991-1993
Director (At-Large), GPA Board of Directors, 1989-1991
Chairman, GPA Bylaws and Organization Committee, 1990
Chairman, Local Programs Committee, APA National Conf. 1989
Charter Member, American Planning Association
Member, APA Planning Officials' Advisory Committee, 1995-2000
Member, APA National Planning Awards Jury, 1998
Associate Member, Georgia Association of Zoning Administrators
Planning Advisory Committee, Ga. Dept. of Community Affairs, 1993-1997
Growth Strategies Reassessment Task Force, Georgia DCA, 1998
Developments of Regional Impact Task Force, Georgia DCA, 1999-2000
Lecturer:
Georgia State University Real Estate and Urban Affairs Program
Institute for Continuing Legal Education (ICLE)
County Commissioner's Training Program: Planning and Zoning ACCG
Elected Officials Training Program: Planning and Zoning (GMA)
Community Planning Institute (GPA)

Representative Projects Projects under Mr. Ross' direction include well over 100 assignments in Georgia under the following categories:

- Impact Fee Analyses, Programs and Ordinances
- Zoning and Unified Land Development Codes, Sign Ordinances
- Comprehensive Plans, Land Use Plans, Community Work Programs
- Farm Land Conservation and Protection, TDR program
- Economic Development Plans, Market Analyses
- Socio-Economic Forecasts and Economic Analyses
- Community Improvement Districts (CIDs), TADs
- Expert Testimony in Lawsuits

Paige Hatley, AICP

President, Hatley Plans LLC

Paige Hatley has over 20 years of experience working with local governments, having served as a land use and transportation planner for the Metropolitan Government of Nashville-Davidson County, Tennessee, an economic development specialist for Duluth, Georgia, and as a planning consultant for cities and counties in Georgia.

In recent years, Ms. Hatley has partnered with ROSS+associates to prepare, update, maintain, and implement state-compliant **impact fee programs** for Georgia cities and counties, including Alpharetta, Canton, Dawson County, McDonough, Milton, Rockdale County, Sandy Springs, and Walton County.

Ms Hatley's consulting experience includes dozens of **comprehensive plans** for communities in Georgia and as well as the preparation of **unified development codes (UDCs)**, **zoning ordinances**, and **zoning audits** for both counties and cities. She has worked with the following Georgia communities to assess, update, and/or prepare land use and development regulations (asterisks indicate projects undertaken since the formation of Hatley Plans LLC): Burke County, Catoosa County, Dawson County*, Gordon County, City of Canton, City of Duluth, City of Flowery Branch*, City of Fort Oglethorpe*, City of Jonesboro, and City of Newnan.

As a consultant, Ms. Hatley has often been in the position of administering land use regulations. She has provided **on-call planning assistance** for several cities and counties, including on-site services to augment local planning staff. Typical responsibilities include review of zoning, variance and annexation requests as well as sign permits, processing and review of Developments of Regional Impact, coordination of plan reviews, and project review meetings with developers and applicable local departments.

Ms. Hatley's varied experience as a community planner includes preparing **historic district design guidelines**, **environmental planning**, and **hazard mitigation planning** (including preparation of the *Best Practices Guidebook: Community Disaster Resilience* on behalf of the Georgia Department of Community and supplemental code provisions to DCA's *Model Land Use Management Code* that address natural hazards mitigation).

As a local government planner in Nashville, Ms. Hatley authored the City's Historic Preservation Plan. To implement the plan, Ms. Hatley integrated historic resources into the development review process, using GIS to flag resources when zoning and subdivision applications were submitted for review. She also contributed to a variety of planning projects, ranging from zoning and subdivision regulation text amendments, to the preparation of corridor studies and other transportation planning documents.

Ms. Hatley continued to focus on historic preservation within the broader context of planning and economic development in her role as **Downtown Manager** for Duluth,

Georgia. Ms. Hatley implemented and administered Duluth's Main Street Program and Façade Grant Program. She also administered the design review process for local commercial and residential historic districts, providing technical expertise and support to two architectural review boards as well as the Downtown Development Authority (DDA).

■ **Education**

Master of Community Planning, Auburn University, 1997

Bachelor of Arts, History, College of William and Mary, 1994

■ **Professional Certifications/Registration(s)**

Certified Planner (AICP) #023658

■ **Memberships**

American Institute of Certified Planners

American Planning Association

Georgia Association of Zoning Administrators

Georgia Planning Association

■ **Presentations**

Planning and Zoning 201. Georgia Association of Zoning Administrators Summer 2019 Conference.

Overlay Districts Georgia. Georgia Association of Zoning Administrators Winter 2019 Conference.

Signs - Is Your Code Legal? Georgia Association of Zoning Administrators Winter 2016 Conference.

Mobile Vending in Georgia. Georgia Association of Zoning Administrators Summer 2015 Conference.

Your Signs are Showing. Georgia Planning Association Fall 2015 Conference.

Principles for Integrating Planning for Hazard Mitigation and Land Use Planning. Georgia Department of Community Affairs 2013 Community Planning Institute.

Subdivisions, Platting and Development Regulations. Georgia Association of Zoning Administrators Summer 2012 Conference.

■ **Awards**

2010 Outstanding Planning Document for the Columbus (GA) Historic District Design Guidelines, awarded by the Georgia Chapter of the American Planning Association.

2007 Outstanding Educational Tool for the Calhoun (GA) Historic District Design Guidelines, awarded by the Georgia Chapter of the American Planning Association.

Experience with Impact Fees

ROSS+associates, most recently in partnership with **Hatley Plans LLC**, has produced studies resulting in fire, emergency medical and rescue, law enforcement, jails, E-911, animal control, library, roads and parks impact fees for the vast majority of all Georgia cities and counties that have adopted impact fees. The firm has also worked with Water and Sewer Authorities to fairly calculate connection fees as required under the Development Impact Fee Act. The firm is currently working with a number of cities and counties that are in the process of adopting or updating their impact fee programs, and provides continuing assistance to past clients in the implementation, administration, annual update and amendment of their programs.

ROSS+associates has prepared development impact analysis and fee systems for a wide range of cities and counties. Experience in Georgia has included assistance in the preparation of the final version of the Georgia Development Impact Fee Act, the preparation of impact fee studies and implemented programs in more than 50 cities and counties, and involvement with the Impact Fee Advisory Committees for all new impact fee programs. Clients have ranged from very small cities such as Senoia and Flemington, to large metropolitan jurisdictions such as Gainesville/Hall County, to fast growing jurisdictions such as Dawson County, Milton and Sandy Springs, to the relatively rural Spalding, Pike and Thomas Counties.

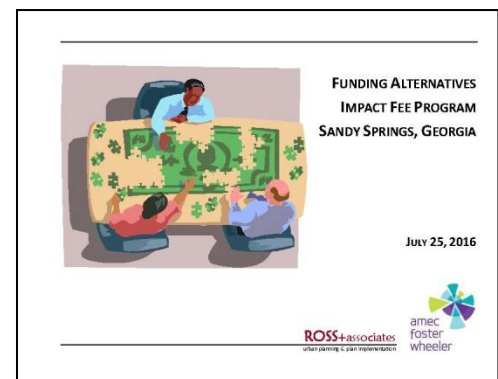
Overall, two-thirds of all impact fee programs already adopted in Georgia were prepared by **ROSS+associates**, with most of the other adopted fees having been prepared in-house by water and sewerage departments or authorities as utility connection fees.

Examples of Impact Fee Studies and Programs

■ Impact Fee Program Replacement, Sandy Springs, Georgia

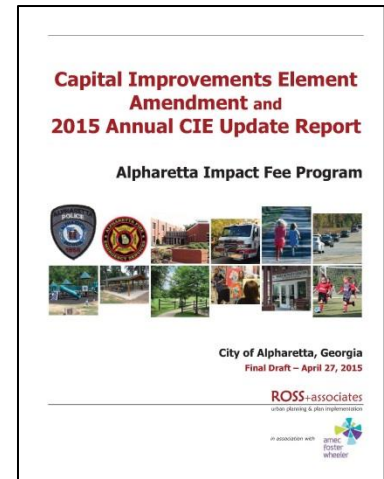
Sandy Springs adopted its first impact fee program in 2008 soon after it had been created as the first new city in Fulton County. As a result of continuing growth and increasing demands for new public facilities, the City had undertaken a complete review and rewrite of its program. To be consistent with the timeframe of ARC's regional projections, population, housing and employment forecasts were prepared to 2040, and reflected the findings an exhaustive Market Study done by RCLCO for the City's Comprehensive Plan update. The City had adopted many new plans since the initial impact fee program was created, including a Bicycle, Pedestrian and Trails Plan, a Comprehensive Transportation Plan, and a sweeping Parks and Recreation plan. The many new facilities included in these plans, among others, and the extension to the 2040 horizon, resulted in notable increases in the maximum impact fees that could be assessed.

Studies such as an Impact Fee Methodology Report (containing all fee calculations) and a Capital Improvements Element can be very complicated. As a result, we commonly boil the essentials down in Briefing Papers for elected officials, advisory committees and the general public.



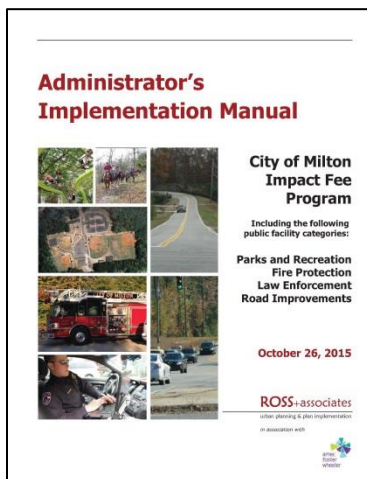
■ **Impact Fee Overhaul, Alpharetta, Georgia**

The City of Alpharetta was the first local government to adopt impact fees in Georgia. Since the original adoption in the 1990s, no changes to the program or the original impact fee amounts had been adopted in the ensuing 20+ years. ROSS+associates undertook a complete re-write of the City’s impact fee program, including a totally revised schedule of capital improvements consistent with the City’s CIP and Council initiatives, new fee calculations, an amended Capital Improvements Element (including an annual update report), and a consolidated and revised Impact Fee Ordinance. Adding to its distinction as the first impact fee community in the state, the adopted fees set a new precedent in scope and amount among all impact fee jurisdictions.



Unique among impact fee consultants, ROSS+associates maintains a pro bono relationship with all of its clients, past and present, to answer impact fee questions and offer guidance as day-to-day issues arise.

■ **Impact Fee System, Milton, Georgia**



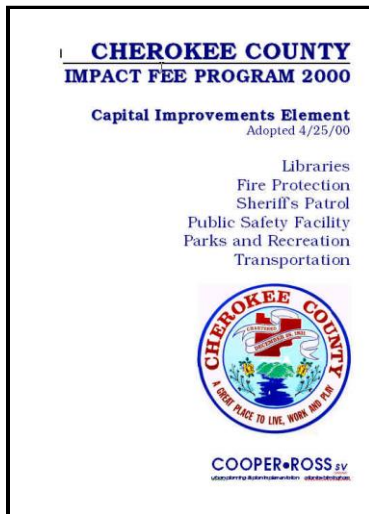
Not long after becoming a newly incorporated city, the City of Milton adopted impact fees for the first time in 2015. Ross+associates provided the full range of services in establishing the impact fee program, including the creation of an Advisory Committee, preparation of a report assessing the potential for adoption of fees in each public facility category under the state law, working closely with all affected departments in identifying potentially eligible projects and establishing cost estimates, completing state review of the City’s Capital Improvements Element, preparation of an Impact Fee Ordinance for review by the City Attorney, and enabling implementation through installation of a computerized fee assessment and records-keeping program along with an Implementation Manual for handling all elements of administering the program, from handling appeals to filing annual update reports.

■ **Impact Fee System, Hall County, Georgia**

Hall County’s impact fee study began as a capital improvements program for all impact fee-eligible categories under the County’s control. Those categories with adequate available information upon which impact fees could be calculated were identified, and funding strategies were assessed. The issue of impact fees was hotly debated by the Board of Commissioners, and went to referendum (passing with at least two-thirds of the vote in almost every precinct). The resulting ordinance creates impact fees for fire, sheriff’s patrol, detention facilities and parks, with different fees inside and outside of Gainesville reflecting different services provided within the city.

■ Impact Fee System, Cherokee County, Georgia

The consultant was called in to complete an impact fee system for Cherokee County for road, fire, EMS, E-911, Sheriff's patrol, jail, library, and parks and recreation improvements. A new Capital Improvements Element was prepared, reflecting extensive demographic analysis and new forecasts, as well as extensive work with County departments in refining their capital improvement plans. Improvement plans and fee calculations were closely coordinated with a Special Local Option Sales Tax program that was developed and adopted contemporaneously with the impact fee ordinance. Services included creation of a computer-based fee assessment and collection program implemented within the Building Permit Office, and accounting procedures for the Finance Department.



Cherokee County was the first in Georgia to adopt countywide impact fees, and attracted a lawsuit from the Greater Atlanta Homebuilders Association. Bill Ross worked closely with the County's attorneys in preparing its defense, and provided expert testimony on the impact fee methodology. The Court upheld the County on all counts across the board.

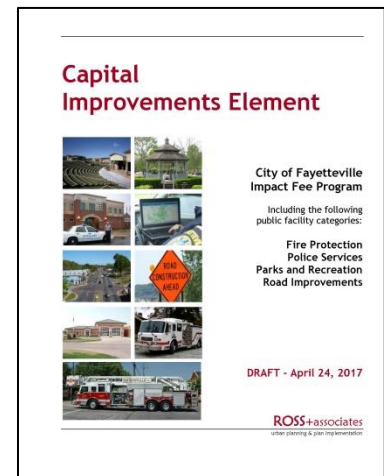
■ Impact Fee System, City of Fayetteville, Georgia

ROSS+associates has had a long relationship with the City of Fayetteville, which includes the creation of the City's impact fee program. Development impact fees have been implemented in Fayetteville based on an analysis of potential fees for road improvements, fire services and recreation facilities. Our services included intensive working sessions with an Impact Fee Advisory Committee, working sessions with the City Council, and preparation of an Impact Fee Ordinance meeting all requirements of the Georgia Development Impact Fee Act. Over the years, as Comprehensive Plan Updates have been developed, we have revised and updated the impact fee program many times, reflecting changes in capital project planning.

Since preparing the initial CIE and Impact Fee Program in 1998, the firm has assisted with annual update reports to DCA each year, has prepared several program amendments to keep the program current, and consults with the city's program administrators on a continuing basis (at no cost).

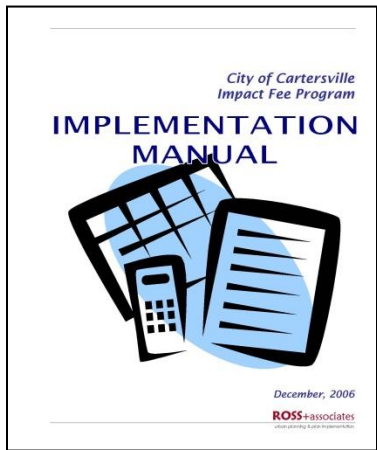
A new CIE was completed in 2017, updating all planned facility improvements and costs, and the schedule of impact fees.

We have also prepared a study that resulted in the simplification of the City's impact fee schedule, reducing the number of land use categories from 68 to 29, while remaining revenue-neutral. In addition, we prepared a Sewer Connection Fee Study that was adopted and the fee structure changed.



■ **Impact Fee System, City of Cartersville, Georgia**

Cartersville is a largely mature city with some redevelopment and limited new development opportunities, and several planned suburban developments that have been annexed into the city.



Cartersville undertook its 10th-Year Comprehensive Plan Update and the creation of an impact fee program in a parallel process, both of which were adopted in 2007. By carrying out both of these tasks simultaneously, the City was able to both make plans and plan for implementation at the same time. Data gathered and refined during the process of creating the impact fee Capital Improvements Element fed directly into some portions of the Plan Update, and vice versa.

As with almost all of our clients, ROSS+associates installed a computer program for impact fee calculation tailored to Cartersville’s building permitting procedures, which greatly simplified the impact fee collection and record keeping processes. Since the inception of the impact fee program, the

consultant has been involved in each year’s required CIE annual report to DCA and provides pro bono advice and assistance as questions arise.

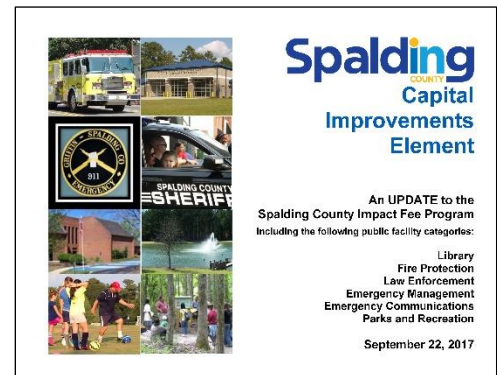
■ **Impact Fee Calculations, Henry County Water and Sewerage System**

Following amendment of the Georgia Development Impact Fee Act bringing water authorities under the Act, an impact fee analysis and fee calculations were prepared for and subsequently adopted by the Henry County Water and Sewerage Authority. The new fees replaced the Authority’s traditional tap-on fees, and have been updated several times to reflect current plans and present-value costs.

■ **Impact Fee System, Spalding County, Georgia**

Preparation of an impact fee study, ordinance and implementation program was initially completed for Spalding County in 2005. Public facility categories under consideration included Parks and Recreation, Libraries, Sheriff’s Office and Jail, Fire Protection, E911 Communications and Emergency Management.

Most recently, in 2017 we updated the County’s CIE in parallel with preparation of the latest update to the Comprehensive Plan.



■ Impact Fee System, Newton County, Georgia

Newton County commissioned a full Capital Improvements Program study, considering all capital improvements that the County Commission would have to address through 2015. The resulting prioritized project listing was analyzed with regard to several funding strategies—bonds, SPLOST, PAYG and impact fees—singly and in various combinations. The result was a CIP with an overall funding strategy which incorporated impact fees as a key revenue source.

Data gathering for the CIP was facilitated by a computerized fill-in-the-blank form, an instruction manual and intensive training for department personnel. Subsequently, all projects ranked by department priority were re-ranked on a county-wide priority basis and consolidated into a master project listing. Project data included future operating costs for a complete view of the County’s funding requirements.

Capital Projects Worksheet Quick Reference Guide

A **Capital Project** must involve an expenditure of at least \$2,500 and have a useful life of at least five years.

Project Priority Ratings

First priority - projects needed to remedy an immediate condition endangering the public health, safety, or welfare.

Second priority - includes projects that are planned and engineered as part of a continuing project or program, and that are already under construction.

Third priority - projects needed to correct a level of service deficiency.

Fourth priority - projects appropriate to a growing progressive community by maintaining a level of service.

Fifth priority - projects adequately planned but not absolutely required if budget reductions are necessary.

Sixth priority - projects that are long term in nature and can be deferred.

HELPFUL HINT
Use the drop-down menu boxes to save time. You can also edit text just like in a Word document.

The Newton County Capital Projects Worksheet is a Microsoft Access program. Start Access on your computer, and then open the file named "Newton".

To enter data:

1. Open the form.
2. Using the 'arrow' button at the bottom of the form window, go to the next blank form.
3. Fill in the blanks. Use the pull-down menus to save time. Annual and grand totals are calculated automatically in the funding and costs tables.
4. Go to the next blank form to keep entering projects.

When you are done, close the form. It will save your work, and any changes you have made.

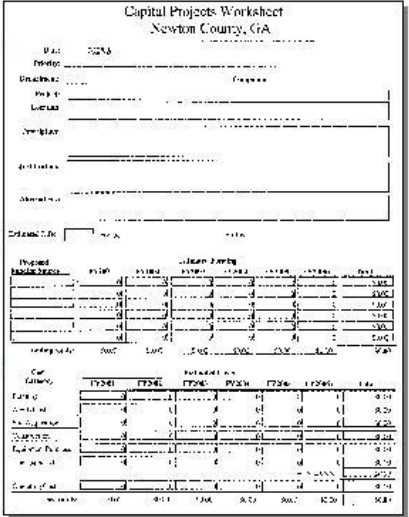
HELPFUL HINT
The program saves your changes when you exit, but it is always a good idea to save your work after you complete each sheet.

HELPFUL HINT
You can go back to any form you have saved by using the 'arrow' buttons at the bottom of the form window.

Project Information, including project title, location, status, and priority ranking.

'Estimated funding' table, broken down by proposed funding source categories.

'Estimated costs' table, broken down by cost categories.



The screenshot shows a Microsoft Access form titled "Capital Projects Worksheet - Newton County, GA". It includes fields for Project Name, Location, Status, and Priority. Below these are two tables: "Estimated Funding" and "Estimated Costs".

Project	SPLOST	PAYG	Impact Fees	Bonds	Other	Total
...
Grand Total

Project	Personnel	Materials	Equipment	Travel	Other	Total
...
Grand Total

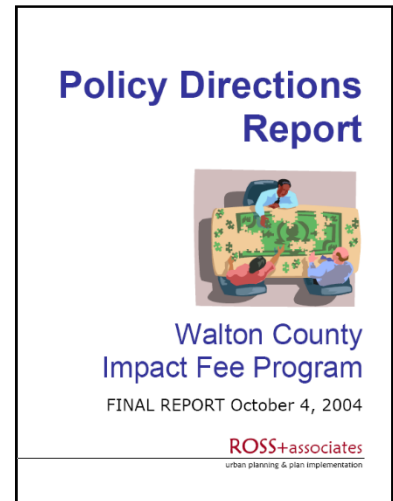
ROSS+associates/Hatley Plans, LLC

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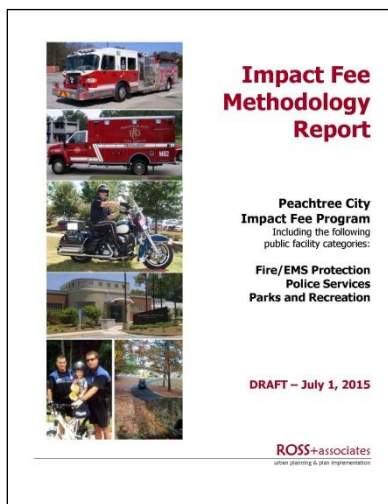
■ Impact Fee System, Walton County, Georgia

The impact fee system developed for Walton County covered a wide range of facility categories, including the County Library System, fire protection, the Sheriff's department and jail, emergency communications, emergency medical services, and parks and recreation. As a first step, the County closely examined key policies for adoption that would guide creation of an impact fee program, providing direction to the study effort. Intrinsic to implementation of the fee assessment and recordkeeping procedures was an assessment comparing utilization of the countywide network, maintained by the County's information services consultant, and installation of a stand-alone computer-based system within the Planning Department.

An update of the entire program was commenced in 2019.



■ Impact Fee System, Peachtree City, Georgia



Peachtree City, Georgia's premier planned community, adopted its impact fee system in 2009 for the specific purpose of extending the high quality-of-life standards of the community to future residents and businesses as well. Emphasis was placed on public safety—police, fire protection and emergency medical services—and on the city's extensive parks and recreation facilities.

As the city's many villages have built out, new areas and development have continued to emerge needing service from the public facilities provided through the impact fee system. In particular, the city has sought to expand its extensive (and famous) trail and cart path system throughout the community in pace with new development, while continuing to emphasize police, fire and EMS services to this affluent community.

As with all of the impact fee programs we create, the Capital Improvements Element (which goes to the State for review and is adopted as an amendment to the Comprehensive Plan) is backed up by a Methodology Report that includes all of the background data, socioeconomic forecasts, tax base and tax credit projections, and impact fee calculation details and methodology. This document provides elected officials, staff and citizens alike with a full and complete description of exactly how the fees were determined and the facilities upon which they are planned to be spent.

Georgia Impact Fee Clients: Programs and Services

A full listing of impact fee programs conducted by ROSS+associates begins on page 31.

Experience in Comprehensive and Land Use Planning

ROSS+associates has extensive experience with the preparation of Comprehensive Plans and regional transportation planning throughout the evolution of State planning requirements over the past 40 years, both in government heading up planning activities, and as a consultant.

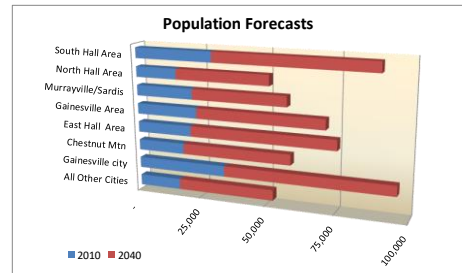
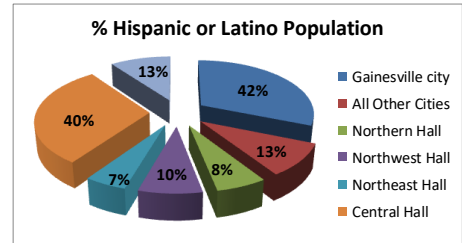
■ Socioeconomic and Market Conditions Analyses

For several years on several projects ROSS+associates has worked with Paige Hatley to focus on future growth forecasts and economic conditions, establishing a base of data in support of the planning and public participation processes for a number of Comprehensive Plans.

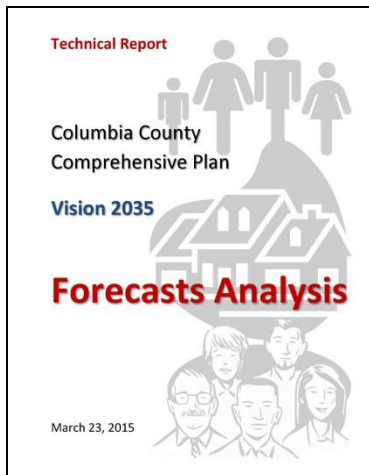
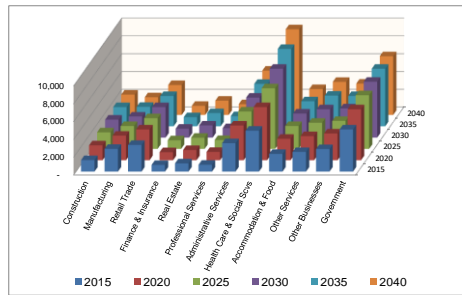
In **Hall County**, Georgia, we built on the population and employment forecasts that had been initially prepared by ROSS+associates for the region’s Comprehensive Transportation Plan, and expanded on those into more detailed population characteristics by jurisdiction and County Planning Area such as racial, ethnic and household characteristics. Types of jobs and commuting characteristics were examined to quantify the County’s position as an employment center for surrounding counties, and its relationship to the Atlanta Region.

Spalding County, Georgia, offered an opportunity to closely examine the lingering effects of the Great Recession on an “edge county” to the Atlanta Region, and its increasing prospects for growth and development reflecting recent, rising trends.

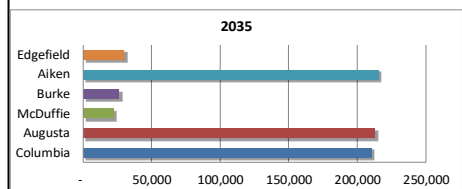
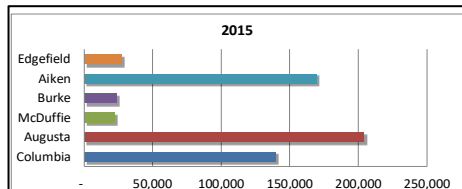
In **Columbia County**, Georgia, in addition to forecasts of population, housing and employment, we prepared an exhaustive analysis of the county compared to each of the other five counties in the Metropolitan Statistical Area (including Aiken and Edgefield Counties in South Carolina) to establish the County’s role in the region



Employment Forecasts by Major Business Category



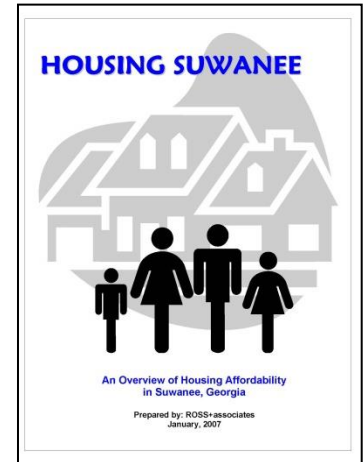
The County’s continuing status as the fastest-growing location for new residents in the region was clear, and major increases anticipated for new jobs reflected its transition from bedroom community to employment center.



■ **City of Suwanee: Affordable Housing Assessment**

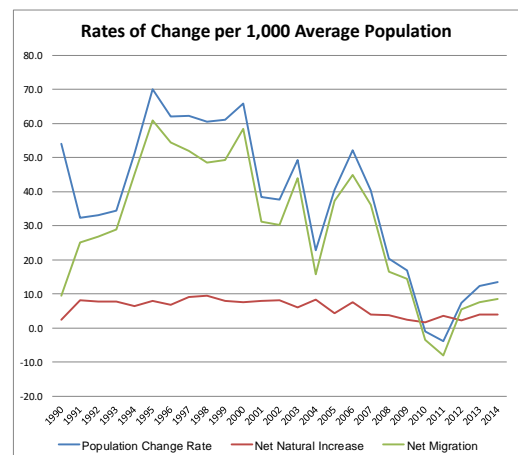
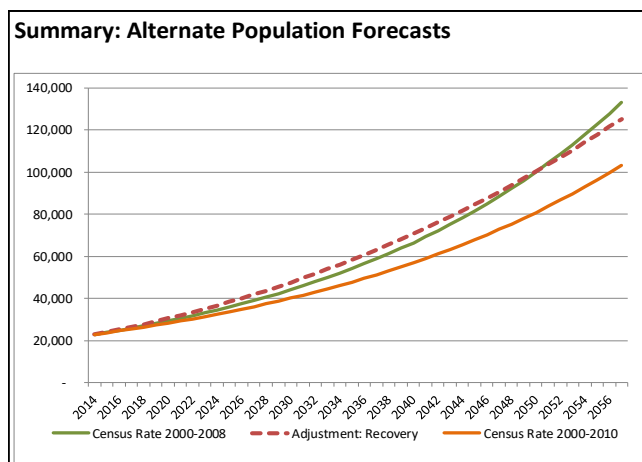
Suwanee adopted an innovative Comprehensive Plan - *The Town Master Plan* - prepared by ROSS+associates. Six years later, the City brought us back to prepare a “report card” on how well it had been achieving its vision in the design of new development projects, and to delve into the dwindling supply of affordable housing in the city.

The affordable housing analysis - *Housing Suwanee* - took the unique approach of examining affordability both in terms of the HUD MFI (calculated for the entire Atlanta Region) and the median family income of Suwanee’s actual residents. Thus, the study considered how affordable Suwanee is to lower-income families in general, and how affordable it is to its own residents. This led to a discussion of implementation strategies regarding Suwanee’s role in housing affordability within the context of the larger community - Gwinnett County and the metro area - and as it related to the plight of people already living beyond their means in the city itself.



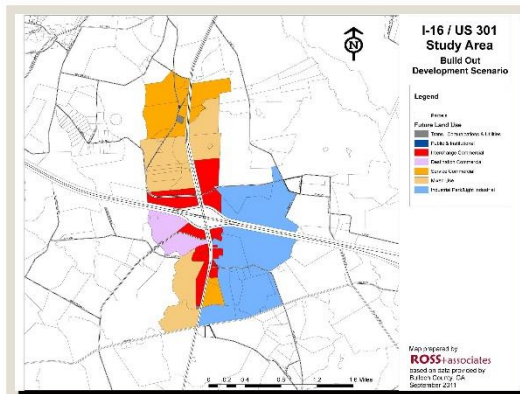
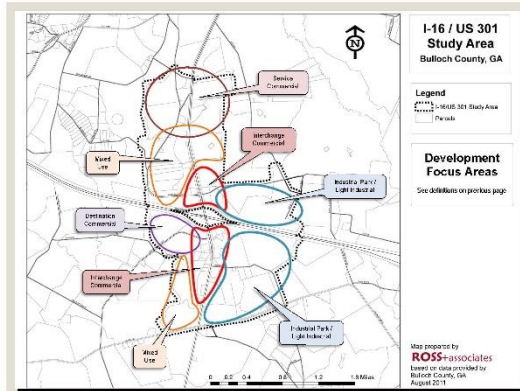
■ **Etowah Water & Sewer Authority Forecasts**

Along the same lines as the socioeconomic work described above, the Authority engaged ROSS+associates to prepare population forecasts for Dawson County in support of its application to construct a reservoir in the county. The Corps of Engineers approved our methodology and accepted our forecasts, which involved extensive analysis of the County’s position relative to the northern expansion of the Atlanta Region, recovery from the Great Recession, plans for future development in the County’s Comprehensive Plan, access to jobs, and its relative position with regard to being a family-friendly and affordable place to live.



■ Bulloch County TAD

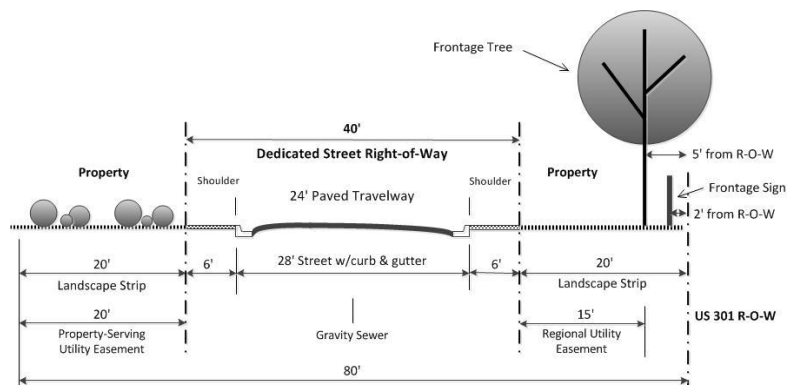
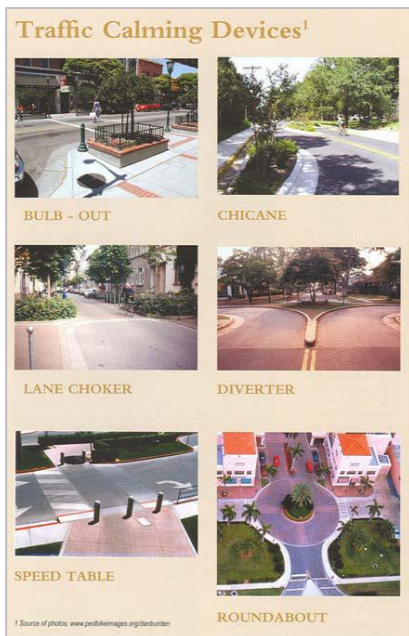
ROSS+associates joined a team of engineers and financial experts to prepare the planning elements of a Tax Allocation District in Bulloch County, Georgia. The 1,740+ acre site, surrounding the I-16 / US 301 interchange, is envisioned to become a mixed-use megasite, including housing, commercial and industrial land uses.



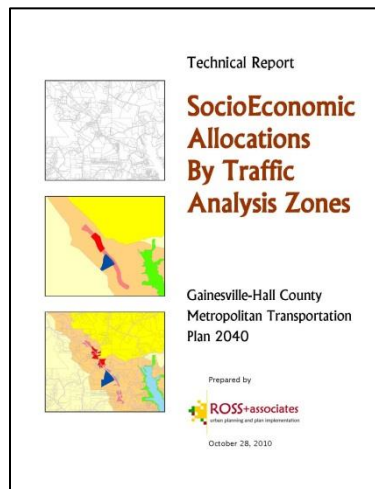
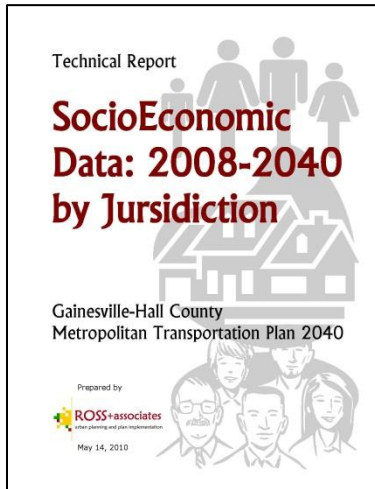
Based on County growth projections, a detailed market analysis which included potential competition from other TADs in the region, infrastructure availability and the participation of the Bulloch County Industrial Development Authority, development potential was determined for the TAD area, in both the short-term and long-term futures. Bringing together the various property owners in the area and with public involvement, land use locational opportunities were identified in a general sense (sometimes referred to as a “blob” or “aspirational” concept plan).

Considering actual property ownership patterns relative to the land use locational and development opportunities, a parcel-specific land use plan was created.

Subsequently, a Gateway Overlay Zoning District was prepared by ROSS+associates and added to the County’s Zoning Ordinance. The Overlay District guides future parcel-specific rezonings and, particularly, contains detailed design and development guidelines specific to the TAD area. These include a tree and signage landscape strip along US 301, driveway access controls and internal development guidelines, such as residential recreation and hotel requirements, signage, architectural and site design standards.



■ **Gainesville-Hall County, Georgia, Transportation Master Plan**



ROSS+associates provided the socioeconomic elements of the Master Plan through forecasts of future growth, a land demand and capacity analysis, and land use allocations to Traffic Analysis Zones based on actual land development capacity. Forecasts of population, housing and employment were first made for the County and each of its eight incorporated areas under three growth

scenarios based on each jurisdiction’s adopted Comprehensive Plan and detailed trend analyses using sophisticated data regression techniques. The development capacity of each TAZ was then calculated based on each community’s zoning and future land use plans applied to vacant land resources in the TAZ on a parcel by parcel basis. Using criteria to identify and rank properties that were the most probable to attract future development or redevelopment (over 24,000 parcels), the development capacity of each property was calculated using development zoning densities unique to each jurisdiction (applied within each jurisdiction and its probable annexation areas). Allocations of population, housing and employment were then made to the potential development properties in each jurisdiction (per their future land use and associated zoning parameters) reflecting that jurisdiction’s growth demand compared to its development capacity, and the parcels were then aggregated by TAZ. Allocations of School Enrollments were made on the basis of existing and future schools (reflecting the household/student forecasts by location, school district and school “zone”), and median income distributions were made using GDOT’s methodology.

■ **Comprehensive Planning and Ordinance Work, Chamblee, Georgia**

The City of Chamblee, one of the 8 municipalities located in DeKalb County, is a City in transition. Over many decades, the city has transformed from bucolic dairy land, to Southern railroad junction, to the temporary home to 40,000 WWI “doughboys,” to 1950’s industrial complex and a homogeneous bedroom community, to a diverse microcosmic small town. Now it is the true international city of Georgia, with a more ethnically diverse population than any municipality in the Southeast, and an attraction to residents and businesses that want to enjoy in-town life inside the perimeter at affordable prices. Pro-active in its stance to planning, we worked with the City over 4 years to make the community’s vision a reality.



After the completion of an innovative LCI study, we developed a **Land Use Plan Amendment** utilizing initial character areas to create a close link between the Comprehensive Plan and the City’s new mixed use zoning district. This update

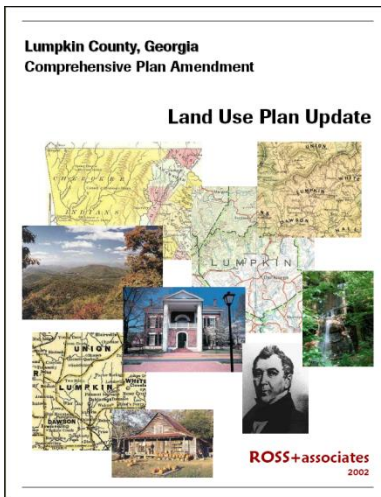
provided the City with a clear guide during the rezoning process in establishing the intent of the LCI study recommendations and actual rezoning and redevelopment of the MidCity character area. A new **STWP** was developed to identify actual implementation projects from the LCI recommendations. In addition we developed a zoning district to allow for appropriate **redevelopment of the Peachtree Industrial Boulevard Corridor**, developed language for ensuring that **Extended Stay hotels** provide appropriate residential amenities, and developed a **sign ordinance**.



We subsequently completed the City's 10th Year Comprehensive Plan Update. This plan is an issue- and character-area based plan, and one of the first plans developed under the format of the May 2005 DCA Minimum Standards. The planning process included extensive public participation, the creating of a detailed Vision, the development of citywide character areas and specific short and long term implementation recommendations. This plan, complete with design and site standards for each character area, provided the City with a detailed roadmap during the redevelopment process so that the

community vision could be realized. There were no comments from DCA, except that "this was an excellent job!"

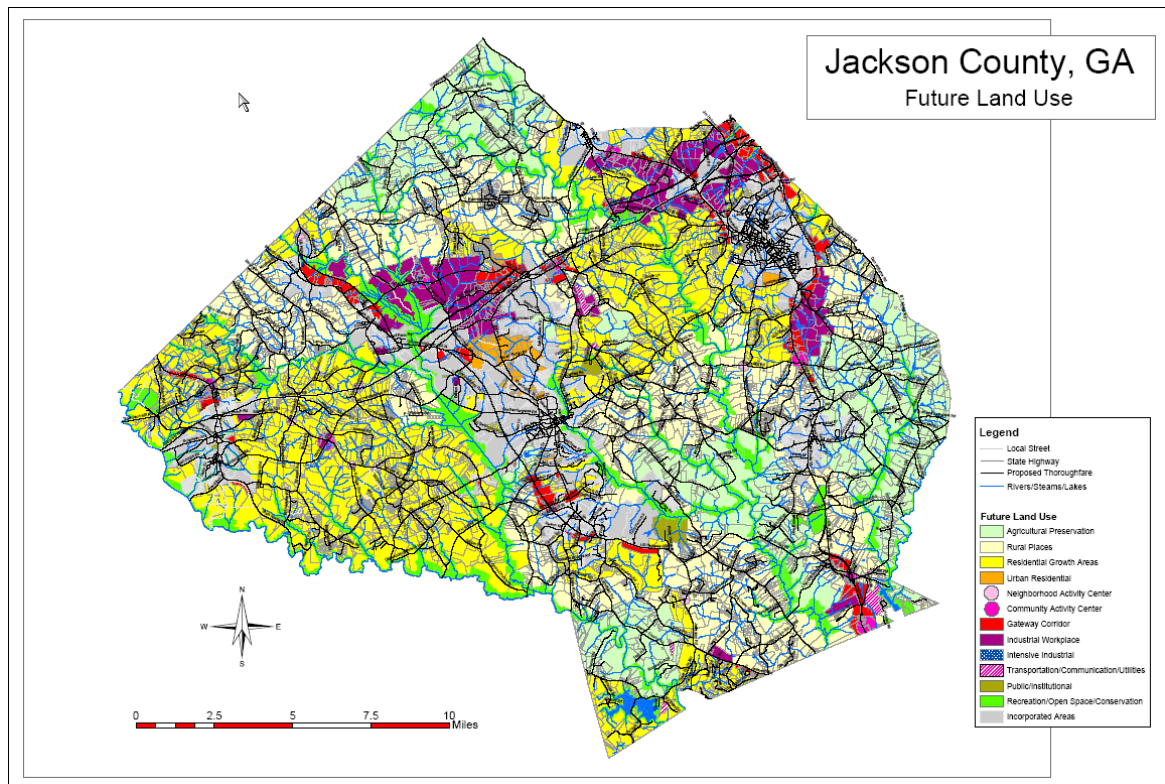
■ Land Use Plan Update, Lumpkin County, Georgia



Lumpkin County, gateway to the Georgia Mountains and home to Dahlonega, lies at the end of Georgia Highway 400. Throughout the 1990s, growth moved up Ga 400 as ex-urbanites fled the expansion and densification of the Atlanta Region. Faced with growth pressures not anticipated in its Comprehensive Plan, coupled with intensifying interest in conservation and quality of life issues, this update to the Land Use Plan was undertaken. The update anticipates growth with the intent of preserving the county's rural character, linking residential development with infrastructure initiatives, and encouraging much-needed economic development in appropriate locations. A unique Land Use Code was simultaneously prepared, closely linked to the Plan update.

■ **Land Use Plan Amendment, Jackson County, Georgia**

Jackson County, an “edge” county to the Atlanta Metropolitan Area, experienced major growth during the 1990s, which has continued at an ever-quicken pace. This Land Use Plan update was coordinated with the preparation of a Unified Development Code to assure its implementation. The effort generated cooperative land use planning between the county and its cities (Jefferson, Commerce, Talmo, Pendergrass, Arcade, Nicholson, Braselton, Maysville and Hochston), as well as STWP updates for all jurisdictions. A key element of the Land Use Plan is the use of **character areas**, nodes and corridors in lieu of traditional land use categories in order to position the plan as a policy document for zoning, taking the county into mandatory plan consistency for all rezonings.



■ **Land Use and Environmental Justice, Ga 316 Corridor Study, GaDOT**

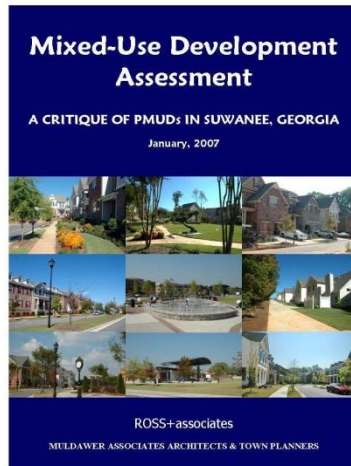
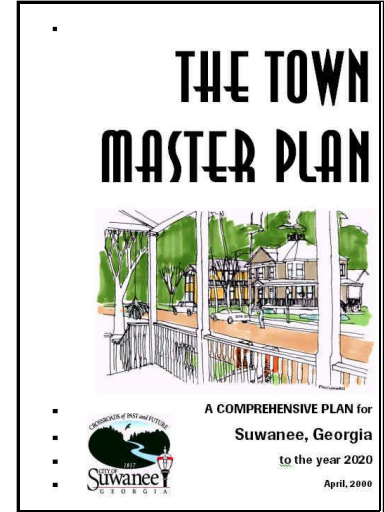
Georgia Route 316, a key link between Atlanta and Athens, Georgia, is a controlled-access route with at-grade intersections along much of its route, which contribute significantly to its high accident rate. As part of a multi-disciplined team, the firm prepared detailed socioeconomic estimates and forecasts for this four-county highway corridor, studied existing land use patterns, and analyzed future land use development potential for the key project alternatives. In addition, the consultant prepared an analysis of the environmental justice issues in the corridor



counties—Gwinnett, Barrow, Oconee and Athens-Clarke County.

■ **The Town Master Plan, City of Suwanee, Georgia**

As an update to its Comprehensive Plan, Suwanee developed a *Town Master Plan* that combines both continued conventional development of its existing urbanized areas with concepts of Traditional Neighborhood Development (TND) and Transit-Oriented Development (TOD) in areas where future growth is anticipated. Uniquely, Suwanee linked implementation of the Plan to its land development regulations through the inclusion of detailed design guidelines in the *Town Master Plan* document. Thus, consistency with the Comprehensive Plan is established as part of the rezoning and site plan review process, while maximizing flexibility in achieving excellent project design.



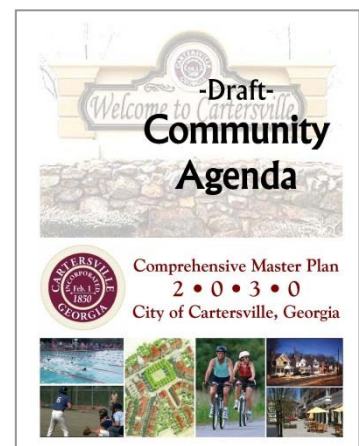
■ **Mixed-Use Development Assessment, Suwanee, Georgia**

Six years after the adoption of the *Town Master Plan*, the consulting team returned to Suwanee to evaluate the level of success the City had experienced in implementing the Plan’s imbedded design guidelines and realization of its unique use of character areas. The assessment covered two broad aspects: a “design report card” evaluating how well the concepts of new urbanism and smart growth had been achieved in the nine mixed-use development projects the City had approved, and the extent to which consistency with the Plan’s design guidelines, goals and strategies had been achieved in each development. Using extensive graphics, the critique identified the good, the bad, and lessons for the future in pursuing its vision of a community of neighborhoods rather than subdivisions. The

Assessment received an Award from the Georgia Planning Association for the City’s innovation and effective use of the planning process.

■ **City of Cartersville: Comprehensive Plan**

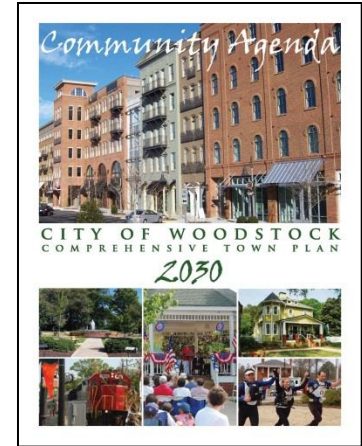
ROSS+associates prepared the City’s first independent Comprehensive Plan. Relevant housing issues include a steadily increasing ethnic and Hispanic population, and a concentration of higher density and rental housing stock within the City’s limits. Emphasis was placed on developing strategies for incorporating the growing need for “workforce” housing into activity centers and mixed-use Character Areas in order to conserve the City’s “small town” character.



- **City of Woodstock: Comprehensive Plan**

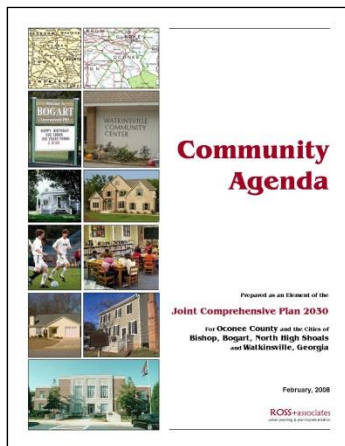
Woodstock participated with Cherokee County in preparation of a Joint Community Assessment (under a ROSS+associates-led Team that included McBride Dale Clarion, RCLCo and Day Wilburn Associates), and adopted a parallel course for preparation of its own Community Agenda. The city focused heavily on the massive private-sector redevelopment of central Woodstock and the application of new urbanist techniques, while preserving its older, stable neighborhoods.

Chosen by a jury chaired by Andrés Duany, the City received a Charter Award from the Congress for the New Urbanism (CNU) as one of 15 international recipients.



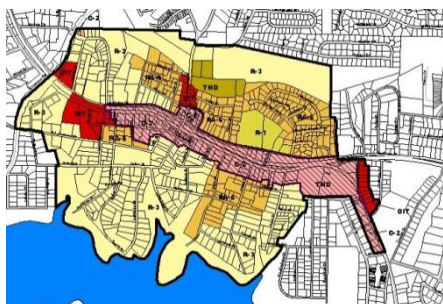
- **Oconee County and the Cities of Bishop, Bogart, North High Shoals and Watkinsville: Joint Comprehensive Plan**

ROSS+associates prepared a Joint Comprehensive Plan for Oconee County and all of its cities. Because of the County’s major advantages, which include its location in proximity to Athens and UGA, its excellent schools, housing affordability and quality lifestyle, Oconee County has been a prime residential choice. However, this has resulted in the County serving as a primarily bedroom community to the Athens-Clarke County area, as well as metro Atlanta, and a housing stock that is predominantly low density single-family residential. Housing options accommodating the “workforce” population and non-traditional family and senior households, which typically include rental properties, townhomes and other attached products, and higher density single-family products are limited. In addition, although a large proportion of the County’s housing stock has reached the 25-year mark, which entails rehabilitation and maintenance assistance (especially among the elderly homeowners), there are no rehabilitation assistance programs in place.



Enhancing the rural community while managing growth in the County and protecting the small-town feel of the cities formed the backbone of the planning efforts. Based on that premise, strategies were formulated to target higher density development in the northern portion of the County where infrastructure support and proximity to major transportation corridors already existed or was programmed.

- **Livable Centers Initiative (LCI), Acworth, Georgia**



As a part of a Team of planning, market analysis and design consultants, ROSS+associates provided the land use planning and code preparation elements of this national award-winning program created by the Atlanta Regional Commission. As a result, Acworth has been enabled to directly link TND and new urbanist concepts for its downtown to marketing realities and creative regulatory provisions, while addressing the residential needs of the area.

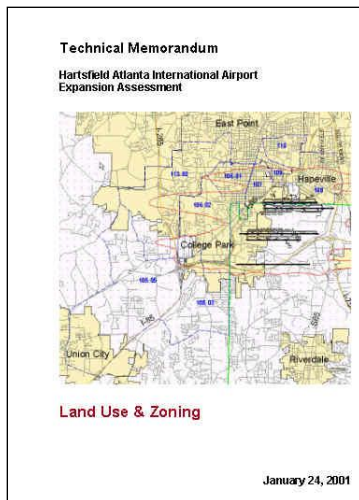
- **Livable Centers Initiative (LCI), Lilburn, Georgia**

ROSS+associates concentrated on the land use planning and land development regulation elements of this LCI as part of a larger Team of transportation, marketing and urban design consultants. Through the plan, the city has linked its traditional downtown with the commercially vibrant US 29 corridor and the planned commuter rail station nearby on Killian Hill Road.

The work of ROSS+associates on the LCI laid the groundwork for creation of the Town Center Overlay District as an amendment to the zoning ordinance.



- **Impact Assessment, Hartsfield Airport Expansion, Fulton County, Georgia**



Faced with the near-term expansion of Atlanta-Hartsfield International Airport with the addition of a fifth runway, Fulton County engaged a team of consultants to assess the full range of impacts that the expansion would have on South Fulton County and its cities. ROSS+associates prepared the analysis of the expansion on land use patterns and zoning policies in the study area, including the effects, both positive and negative, on future development plans and initiatives in East Point, Hapeville and College Park, as well as the unincorporated Old National area and the Feldwood community. The results of the study were used by the County in addressing the Airport's Draft EIS and the recommended programs and actions of the study were instrumental in negotiating mitigation activities by the City of Atlanta.

Experience with Zoning and Development Regulations

This section and those following provide a few examples to illustrate the range of experience the firm brings to any project.

■ Unified Development Code, Oconee County, Georgia

This burgeoning county, attracting growth from Athens-Clarke County to the north and from the Atlanta Metro Area to the west, sought to manage its emergence as a suburbanizing area while preserving its valued historic roots in agriculture and small-town living. Altogether, some seventeen individual ordinances dealing with one element or another relating to zoning and land development were integrated into the new Code, along with major improvements in definitions, procedures, usability and clarity.

As part of the project, entirely new application packages were developed for all processes in the new Code. Coordinated for a consistent look, the first page of each package serves as the basic application and creates a record of all actions taken on the request.

OCONEE COUNTY ZONING CHANGE APPLICATION

Rezoning from _____ to _____ Change in Conditions of Approval for Case # _____
 Special Use Approval for _____ in _____ Zoning District

Applicant Name: _____
 Address: _____
 Telephone: _____

Property Owner Name: _____
 Address: _____
 Telephone: _____

Applicant is (check one): The Property Owner Not the Property Owner (attach Property Owner's Authorization)

Applicant's Certification: I hereby certify that the information contained in and attached to this application is true and correct.

Signature: _____ Date: _____ Notarized: _____

Property Location: _____
 Use: _____
 Current Use: _____
 Proposed Use: _____

Tax Parcel Number: _____
 Size (Acres): _____ Current Zoning: _____
 Future Land Use Map Category: _____

Attachments (check all that apply):
 Property Owner's Authorization (if applicable) Pre-approved Sanitary Sewer Extension Submittal
 Application Fee Private Sewer Proposed No Sewer Proposed
 Warranty Deed Map of Multiple Future Land Use Map Categories
 Statement of Political Contributions Zoning History (only application # date, action taken)
 Impact Analysis (UDC § 1206.04) Proof all property taxes paid in full Other Attachments: _____
 Concept Plan of New Construction or Expansion Narrative Statement (including UDC § 1207)

For Oconee County Staff Use Only

Date Received: _____ Date Accepted: _____ APPLICATION NUMBER: _____
 DRI Transmitted to RDC (date): _____ N/A Action: _____
 Review Submitted: _____ Location Map: _____ Approval With Conditions Denial
 Picked: _____ Ad: _____ Board of Commissioners: _____ Date: _____
 Application Withdrawn: _____ Date: _____ Approved With Conditions Denied

OCONEE COUNTY APPEAL APPLICATION

Harship Variance Appeal of Administrative Decision
 Special Exception for _____ Flood Damage Prevention Variance

Applicant Name: _____
 Address: _____
 Telephone: _____

Property Owner Name: _____
 Address: _____
 Telephone: _____

Applicant is (check one): The Property Owner Not the Property Owner (attach Property Owner's Authorization)

Applicant's Certification: I hereby certify that the information contained in and attached to this application is true and correct.

Signature: _____ Date: _____ Notarized: _____

Property Location: _____
 Use: _____
 Current Use: _____
 Proposed Use: _____

Tax Parcel Number: _____
 Size (Acres): _____ Current Zoning: _____
 Future Land Use Map Category: _____

Attachments (check all that apply):
 Property Owner's Authorization (if applicable) Appeal or Variance Requested
 Application Fee Warranty Deed
 Statement of Political Contributions Maps or Drawings Illustrating Variance Request
 Concept Plan (if New Construction or Expansion)
 Narrative Statement Explaining Variance Request

For Oconee County Staff Use Only

Date Received: _____ Date Accepted: _____ APPLICATION NUMBER: _____
 DRI Transmitted to RDC (date): _____ N/A Action: _____
 Notification to Applicant Sent: _____ Approval Denied N/A
 Map Picked: _____ Advertised: _____ Board of Commissioners: _____ Date: _____
 Application Withdrawn: _____ Date: _____ Approved With Conditions Denied

OCONEE COUNTY PROJECT APPROVAL APPLICATION

Traditional Subdivision Master Planned Development (or PUD)
 Conservation Subdivision Preliminary Site Plan (Multi-Family and Nonresidential)

Applicant Name: _____
 Address: _____
 Telephone: _____

Property Owner Name: _____
 Address: _____
 Telephone: _____

Applicant is (check one): The Property Owner Not the Property Owner (attach Property Owner's Authorization)

Applicant's Certification: I hereby certify that the information contained in and attached to this application is true and correct.

Signature: _____ Date: _____ Notarized: _____

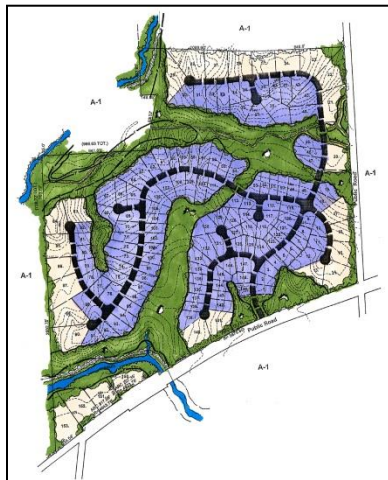
Property Location: _____
 Use: _____
 Current Use: _____
 Proposed Use: _____

Tax Parcel Number: _____
 Size (Acres): _____ Current Zoning: _____
 Future Land Use Map Category: _____

Attachments (check all that apply):
 Property Owner's Authorization (if applicable) Sheet Light Plans, Spec & Sp Tax District Application
 Application Fee Conditions of Zoning Approval
 Preliminary Subdivision Plat Approved Concept Plan or PUD Plan
 Preliminary Site Development Plan For Conservation Subdivisions
 Statement: Water Supply & Sanitary Sewage Disposal Yield Plan
 Draft Covenants / Owners' Association Articles Site Analysis Map
 Management Plan for Common Open Space Other Attachments: _____

For Oconee County Staff Use Only

Date Received: _____ Date Accepted: _____ APPLICATION NUMBER: _____
 DRI Transmitted to RDC (date): _____ N/A Action: _____
 Plat Submitted to GOOT (date): _____ Approval With Modifications Denied
 Application Withdrawn: _____ Date: _____ Certificates of Approval: _____ Date: _____

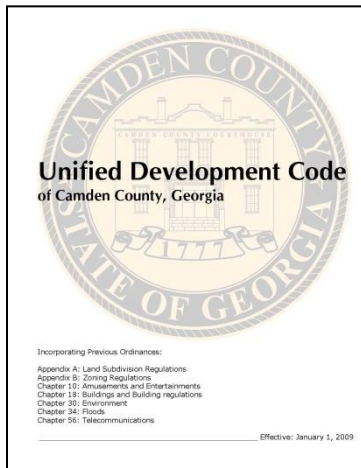


■ Unified Development Code, Columbus, Georgia

ROSS+associates teamed with a nationally prominent firm, working through the Georgia Zoning Institute, in combining all of the land use and development regulations currently in place in the consolidated government of Columbus-Muskogee County, improving the regulations to update them to new technology and standards, and to implement the Comprehensive Plan.

An important achievement was the creation of a conservation subdivision approach tailored to both a suburban setting and an urbanized environment, with unique provisions assuring compatibility with surrounding development.

■ **Unified Development Code, Camden County, Georgia**



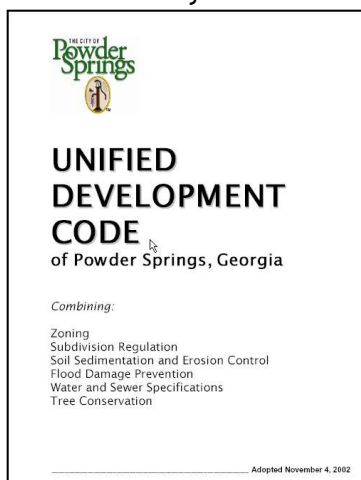
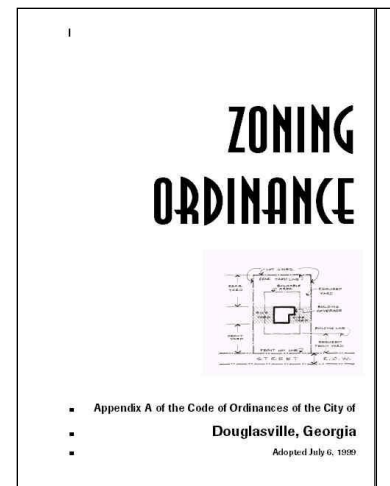
ROSS+associates completed a Unified Development Code for Camden County, Georgia, home to the King’s Bay Submarine Base. The initial work involved combining and greatly improving numerous separate ordinances related to zoning and land development into a single, coordinated Code, leaving only the Building Codes as separate regulations. Key features included a complete overhaul of the uses allowed in each zoning district, unified definitions and interpretation procedures, new landscaping and tree protection requirements, project engineering design and construction standards, and clear administrative procedures identifying responsible parties for receiving, reviewing and approving every application for a permit or other approval from the County. The UDC also included a new Quality Design Overlay district, covering an extensive area of mixed-use master-planned communities south of neighboring Glynn

County.

Subsequently, ROSS+associates prepared a **Master Land Use Plan** for the county, based on an analysis of future development demand and capacity, and amended the UDC with mandatory land use plan consistency requirements.

■ **Zoning Ordinance and Development Code, Douglasville, Georgia**

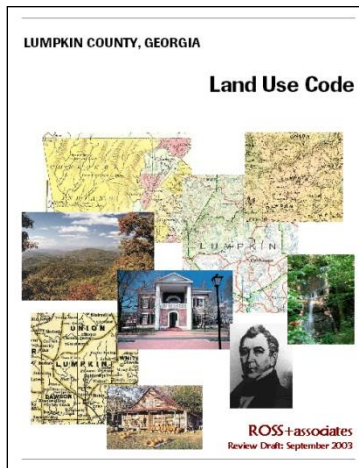
These award-winning land development regulations were prepared for a city that is experiencing major growth pressures in the Atlanta region while expanding its own boundaries through annexation. The project involved modernizing the existing codes and incorporating the latest legal interpretations in the State while assuring the effectiveness of the codes in implementing the City’s goals and objectives for quality of life. An important aspect of the project involved structural changes to the planning and zoning process in Douglasville through creation of a Planning Commission for the city separate from the county.



■ **Unified Development Code, Powder Springs, Ga**

Powder Springs’ UDC consolidated a wide range of development-related codes and ordinances across several departments. The Powder Springs UDC explicitly requires consistency with land use designations on the Land Use Plan map. Preparation of the UDC resulted in streamlining of procedures, clarification of the zoning and development functions, and simplification of procedures through the use of consolidated application forms. The new forms document the entire process on one sheet, simplify reviews and approvals, and are accompanied by instruction sheets for the applicants.

■ **Land Use Code, Lumpkin County, Georgia**



Prepared in close association with a Land Use Plan Update, the LUC is an approach to plan implementation unique to Georgia. In this gateway county to the Georgia Mountains, private property rights and self-determination came face to face with Atlanta exurbanites expecting the protection and assurance of traditional zoning. Having no land use regulations in place, a citizen-based Community Advisory Group appointed by the Commissioner fostered public exploration of a wide range of planning and regulatory approaches. This resulted in a form of the “one-map” approach in which the regulations encourage and guide development patterns consistent with the Land Use Plan without having districted regulations, such as zoning. The use of character areas, village nodes and corridors on the Land Use Plan map facilitated the linkage.

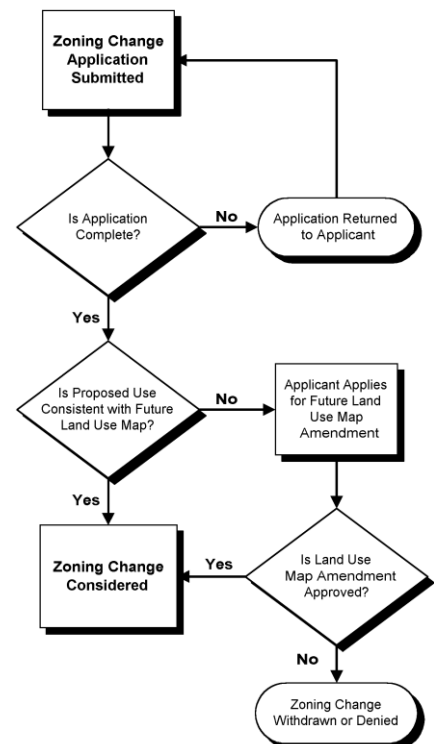
■ **Unified Land Development Code, Gainesville, Georgia**

The Georgia Zoning Institute, Inc., brought together the consultant and a leading law firm, Jenkins & Nelson, to prepare a unified code for this major North Georgia city. The new document has incorporated all of the city’s ordinances relating to land use and development (other than the Building Code) into a single document, including rewritten or updated zoning, subdivision, signage, flood and erosion controls, project construction and design requirements. In addition, the project involved extensive consultation on planning and zoning matters, including the restructuring and training of a joint planning and appeals board and legal advice on a wide range of zoning issues.

■ **Unified Development Code, Douglas County, Georgia**

In undertaking the Tenth-Year Update to its Comprehensive Plan, Douglas County also embarked on rewriting its land use and development regulations as a Unified Development Code. Reflecting immediate priorities, several portions went forward for adoption independently, dealing with noise and signs. The UDC implements the County’s new requirements for mandatory consistency with the new Land Use Plan.

Zoning Change Application Acceptance



■ **Unified Development Code, Jackson County, Georgia**

Jackson County undertook this major rewrite of its land use and development regulations in concert with a major overhaul of its Land Use Plan. This enabled the Plan to be prepared as a policy document to guide zoning and to require Plan consistency. Cutting-edge elements of the UDC include environmental protection requirements, open space conservation subdivisions, master planned developments enabling “new urbanism” concepts in a rural/suburban setting, and close association between Land Use Plan guidelines and UDC requirements.



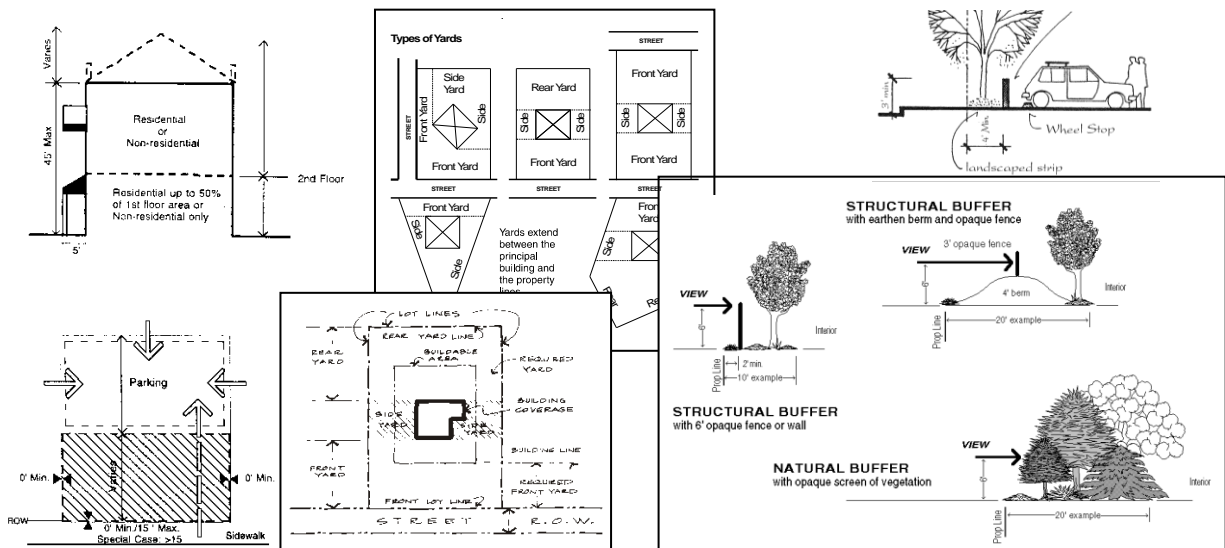
■ **Unified Land Development Code, Lee's Summit, Missouri**

The consultant was part of a blue-ribbon team selected to prepare a unified code for this fast-growing suburb of Kansas City, along with the nationally recognized law firm of Stinson, Mag and Fizzell of Kansas City, and Lohan Associates, a design firm based in Chicago. The project involved extensive rewrite, consolidation and restructuring of the city's land use and development regulations, with a major emphasis on urban design elements and the future livability of this burgeoning community.

■ **Unified Land Development Code, Crisp County, Georgia**

Crisp County, a predominantly rural and agricultural county self-styled the “Watermelon Capital of Georgia,” came under mounting development pressure for retirement and second-home development along the shores of Blackshear Lake. The new Unified Land Development Code had to address both the expectations of those relocating into the county from urban and suburban areas as well as the rural quality of life and self-reliant attitudes of the county’s existing residents. Critical to the success of the project was the creation of application forms and applicant instructions that facilitated administration of all rezoning and development permitting activity while recognizing staffing limitations.

ROSS+associates is currently updating the Code reflecting new State laws and recent US and Georgia Supreme Court rulings.



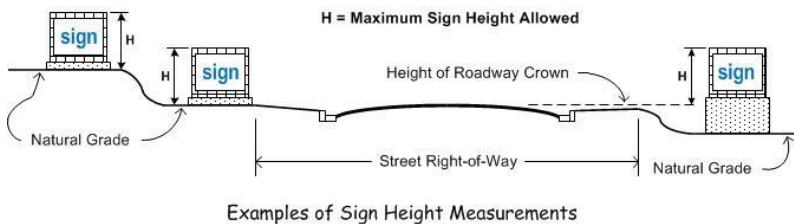
Experience with Sign Regulations

ROSS+associates has established a particular expertise in preparing state-of-the-art and state-of-the-law signage regulations for local governments. The recent Supreme Court Case *Reed v Gilbert* has greatly highlighted the need for legal, responsible and defensible sign regulations that can be clearly understood by the public and enforced by the jurisdiction.

Our approach could be summarized as follows:

- Eliminate any content-based elements of the regulations;
- Clearly address and illustrate how signs are to be measured and placed;
- Fully address the regulation of freestanding signs, signs mounted on buildings, and project entrance signs;
- Provide a content-neutral approach to allowing temporary signs;
- Describe all administrative processes, including enforcement, appeals and special exceptions;
- Focus heavily on clarity, consistency, and ease of use and understanding.

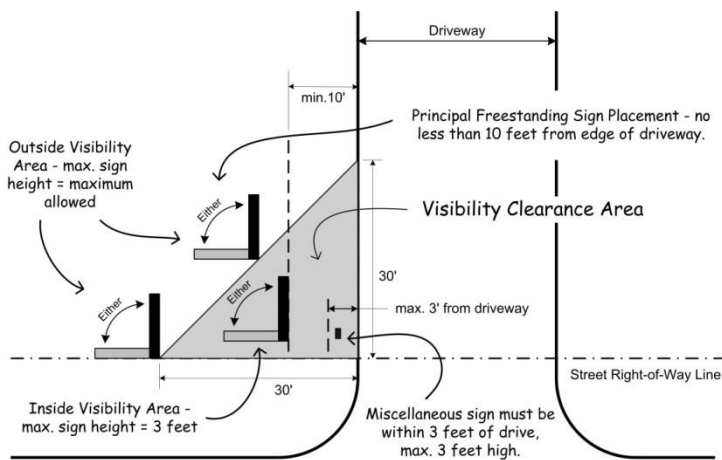
The key to a Ross+associates sign ordinance is the extensive use of photographs (particularly to supplement definitions) and illustrations. For instance:



Pole Sign



Column Sign



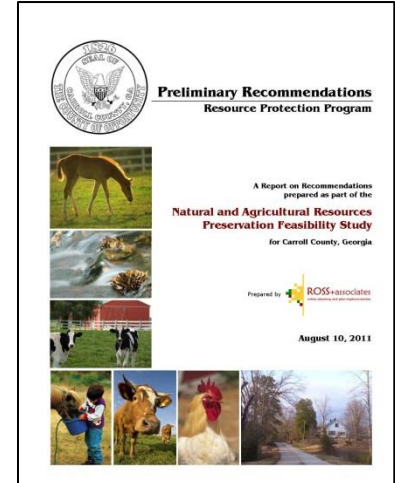
Monument Sign

Visibility Clearance Area and Sign Height Restrictions at a Driveway Entrance

Plan Implementation Studies

■ Natural and Agricultural Resources Preservation Feasibility Study, Carroll County, Georgia

Faced with increasing development encroachments into the County's rural areas, threatening its extensive agricultural base, ROSS+associates was asked to prepare a feasibility study to implement a farmland conservation program that would make economic sense to farmers and developers alike. The study examined natural and agricultural resources throughout the County, as well as Comprehensive Plan goals for guiding future development patterns into the cities and urbanizing unincorporated areas. The implementation plan considered most feasible and potentially effective included four key program elements: a TDR (Transfer of Development Rights) program uniquely structured to avoid the short-comings of "traditional" TDR programs that had been tried and failed in Georgia; a fee-based system to compensate for the removal of valuable agricultural activities by new development; calibration and implementation of the Land Evaluation and Site Assessment (LESA) program available through the NRCS; and a management plan to coordinate conservation activities, land trusts, a land bank and acquired development rights.



■ Central Perimeter Area Transportation Management Association, Fulton and DeKalb Counties, Georgia

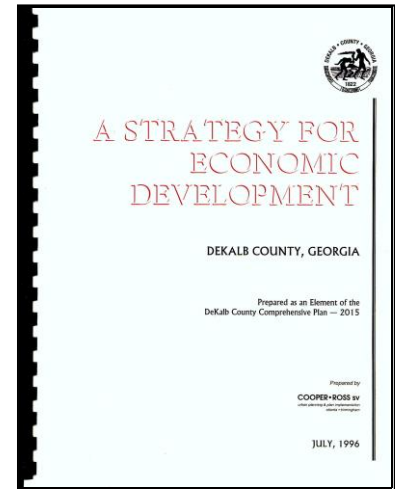
Creation of the State's second TMA involved coordination with the private property owners in the largest Class A Office Market area in Georgia, which also includes three hospitals and a regional shopping mall. The TMA has been created to implement trip reduction programs for the 66,000 employees who commute into the area every day, including car pooling, van pooling, flex hours, public transit and telecommuting, along with support programs such as a guaranteed ride home, commuter fairs, and promotional materials and activities.

■ Economic Analysis and Strategy, Stewart Avenue Corridor, Atlanta, Georgia

The consultant served was part of a multi-disciplinary team focused on revitalizing this commercial corridor in Southeast Atlanta, including programs to positively affect the surrounding neighborhoods. The firm prepared an analysis of the demography of the area's local and regional market areas, the changes that have occurred within the consumer base, and economic trends, both positive and negative, that have influenced the corridor over time. The assignment included development of an economic strategy that will build on the economic strengths of the area and untapped potential, closely coordinated with urban design and physical improvement initiatives. The final Redevelopment Plan received the highest recognition by the Georgia Chapter of the American Society of Landscape Architects.

- **Economic Development Strategy, DeKalb County, Georgia**

An *Economic Development Strategy* was prepared as a part of the DeKalb County, Georgia comprehensive planning process and woven into the overall Plan. The strategy included an intensive analysis of population and employment data for the county, region and state, as well as personal interviews with business owners and economic development providers throughout the metropolitan area. Based on this data and the assistance of a citizens' committee, recommendations for stimulating the County's economy, the second largest in Georgia, were proposed.



- **Strategic Marketing and Promotional Plan, South Fulton County, Georgia**

Development of a *Strategic Marketing and Promotional Plan* for South Fulton County was geared toward creating a comprehensive economic marketing and implementation strategy for retaining and attracting new residential, commercial and industrial development to South Fulton County. The plan targeted promotional activities appropriate for sub-areas of the study area; proposed physical improvements to the areas gateways and infrastructure base; focused on development incentives with a proven result-oriented approach; and developed an implementation plan for carrying out the recommendations. Key to the success of the study effort has been a broad based partnership of business and residents focused on bringing major changes to the area.

- **Community Improvement Districts (CIDs)**

These projects involve the preparation of a feasibility analysis for creation of a special tax district as a *Community Improvement District (CID)* under Georgia's constitutional authority. Each CID requires the identification of facilities and programs to be funded, creation of a financing and organizational design, and appropriate local legislation. CID studies have been completed for the Perimeter Center Area in Fulton and DeKalb Counties, Georgia, and for the Midtown Atlanta Alliance, Georgia. Assistance provided to Central Atlanta Progress in developing a CID to supplement City spending for services and improvements of critical importance to the business community has resulted in creation of the Downtown Atlanta Improvement District.



Georgia Impact Fee Clients: Programs and Services

Over the years ROSS+associates has provided impact fee services to a wide range of client cities, counties and authorities. We are particularly proud of the many repeat “customers” we serve and, as previously stated, we are the only consultant that “sticks with” our clients to answer questions or solve issues on a pro bono basis.

Acworth, GA	Impact Fee Program	2001
	Impact Fee Program Amendment	2006
Alpharetta, GA	Impact Fee Program Overhaul	2015
Barnesville, GA	Water & Sewer Impact Fees	2005
Barrow County, GA	Impact Fee Program CIE	2008
Bryan County, GA	Impact Fee Program	2009
Camden County, GA	Impact Fee Program	2008
	First Annual Update	2010
Canton, GA	Review of Existing Impact Fee Program	2008
	Impact Fee Program Amendment	2010
	Impact Fee Program Amendment	2019
Carrollton, GA	Impact Fee Assessment	2006
Cartersville, GA	Impact Fee Program	2007
	Annual Update	2008-2010
Catoosa County, GA	Impact Fee Program	2005
Cherokee County, GA	Impact Fee Program	2000
	First Annual Update	2001
	Annual Updates	2002-04
	Impact Fee Program Amendment	2004
	Impact Fee Program Amendment	2013
Coweta County, GA	Impact Fee Program: Parks & Public Safety	2006
	Impact Fee Program: Roads & Sewer	2007
	First Annual Update	2007
	Impact Fee Program Amendment	2010
Dawson County, GA	Impact Fee Program	2006
	Annual Updates	2007-2009
	Impact Fee Program Amendment	2009
	Impact Fee Program Amendment	2017
Effingham County, GA	Assistance with Legal Issues	2006
	Assistance with Legal Issues	2010
Ellijay-Gilmer Co Water & Sewer Authority	Water & Sewer Impact Fees	2004

	Impact Fee Program	1998
	First Annual Update	1999
	Impact Fee Program Amendment	2000
	Analysis: County Jail Fee	2000
Fayetteville, GA	Annual Updates	2001-07
	Impact Fee Program Amendment	2007
	Annual Updates	2007-17
	Sewer Connection Fee Study	2012
	Impact Fee Program Amendment	2017
	Impact Fee Program Amendment Update	2018
Flemington, GA	Impact Fee Program	2018
Fulton County, GA	Impact Fee Program Amendment	2002
	Impact Fee Program	2003
Hall County, GA	Impact Fee Program Amendment	2004
	Impact Fee Program Update	2005
	Impact Fee Program Update	2009
	Water & Sewer Impact Fees	1993
Hampton, GA	Impact Fee Program Amendment	2001
	Impact Fee Program: Police & Parks	2006
	Impact Fee Program Amendment	2008
	Annual Update	2010
Henry County, GA	Impact Fee Program	1998
	Impact Fee Program Amendment	2000
	Impact Fee Program Amendment	2003
	Water & Sewer Impact Fees	1992
Henry County Water & Sewerage Authority	Impact Fee Program Amendment	1998
	Impact Fee Program Amendment	2002
	Impact Fee Program Amendment	2004
	Connection Fees Update	2008
Jasper County, GA	Impact Fee Program	2007
	First Annual Update	2008
Jefferson, GA	Impact Fee Program	2005
Jones County, GA	Impact Fee Program	2009
	First Annual Update	2010
Kennesaw, GA	Impact Fee Program Amendment	2010
LaGrange, GA	Impact Fee Program Draft	2010
	Impact Fee Program	2006
Lee County, GA	First Annual Update	2007
	Impact Fee Program Amendment	2007
	Annual Updates	2009-2010
Locust Grove, GA	Water & Sewer Impact Fees	1994
	Impact Fee Program: Parks, Public Safety, Roads	2005
Loganville, GA	Water & Sewer Impact Fees	2004
Long County, GA	Impact Fee Program	2019
Lumpkin County, GA	Impact Fee Assessment	2008
Madison, GA	Impact Fee Program	2009
	First Annual Update	2010

	Water & Sewer Impact Fees	1997
	Impact Fee Program: Parks & Public Safety	2003
	Impact Fee Program: Roads	2006
McDonough, GA	Annual Update Report: FY 2016 and 2017	2018
	Annual Update FY 2018	2018
	Annual Update FY 2019	2019
	Impact Fee Program Amendment	Underway
	Impact Fee Program	2015
	First Annual Update	2016
Milton, GA	Second Annual Update	2017
	Third Annual Update	2018
	Fourth Annual Update	2019
	Impact Fee Program	2003
	Impact Fee Program Amendment	2005
Newton County, GA	Annual Update	2006
	Impact Fee Program Amendment	2009
Peachtree City, GA	Impact Fee Program Amendment	2017
	Impact Fee Program	2006
Pike County, GA	First Annual Update	2008
	Impact Fee Program	2005
	Annual Update	2006
	Annual Update Review	2008
	Impact Fee Program Amendment	2010
Rockdale County, GA	Annual Updates	2010-16
	Annual Update FY 2017	2018
	Annual Update FY 2018	2019
	Impact Fee Program Amendment	Underway
	Impact Fee Program Amendment	2000
	Annual Update	2001
Roswell, GA	Annual Update Reviews	2002-2008
	Impact Fee Program Amendment	2016
Sandy Springs, GA	Impact Fee Program	2003
	First Annual Update	2004
Senoia, GA	Impact Fee Program Amendment & Update	2006
	Impact Fee Program	2005
	Impact Fee Program Amendment	2007
Spalding County, GA	Impact Fee Program Amendment	2017
St. Marys, GA	Water & Sewer Impact Fees	2001
	Water & Sewer Impact Fees	1992
	Impact Fee Program Amendment	1998
	Impact Fee Program	2007
	Annual CIE Updates	2008-19
Thomas County, GA	Impact Fee Program Amendments	2014 & 2016
	Impact Fee Program	2009
	Annual Update	2010
	Impact Fee Program	2005
	Annual Updates:	2006-08
	Annual Update	2010
Walton County, GA	Impact Fee Program Amendment	Underway

Woodstock, GA	Impact Fee Program	2008
Zebulon, GA	Water & Sewer Impact Fees	2006

Work Performed for Public Entities

The following table provides a listing of all past and on-going work performed for public entities over the past many years, and includes contact names and telephone numbers for those familiar with the work if they are still with the entity (or otherwise if their current location is known). All of the projects were accomplished under the direction of William F. Ross, along with sub-contractors brought in on a case-by-case basis.

<i>Client/Job</i>	<i>Contact</i>	<i>Phone #</i>
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Impact Fee Analyses and Ordinances

Acworth, GA	Brian Balthuis, City Manager	770-974-3112
Alpharetta, GA	Tom Harris, Finance Director	678-297-6094
Barnesville, GA	Bill White, Stevenson & Palmer	770-952-2481
Barrow County, GA	Keith Lee, County Administrator	770-307-3506
Bryan County, GA	Phil Jones, County Manager	912-653-3835
Canton, GA	Ken Patton, Planning Director	770-704-1522
Camden County, GA	John Peterson, Senior Planner	912-510-4315
Carrollton, GA	Charles Griffin, Planning Director	770-830-2000
Cartersville, GA	Randy Mannino, Planning Director	770-387-5600
Catoosa County, GA	Don Hutelin, Advisory Committee Chair	423-400-3608
Cherokee County, GA	Jeff Watkins, Director of Planning and Land Use	678-493-6101
Coweta County, GA	Theron Gay, County Manager	770-254-2601
Dawson County, GA	Billy Thurman, County Commission Chairman	706-525-9255
Effingham County, GA, Legal Issues	Eric Gotwalt, County Attorney	912-754-2111
Ellijay-Gilmer Co Water & Sewer Auth.	Gary McVey	706-276-2202
Fayetteville, GA	Mike Bush, Finance Director	770-719-4169
Flemington, GA	Paul Hawkins, Mayor	912-877-3223
Glynn County, GA	Pamela Thompson, Community Development Dir.	912-554-7428
Hall County, GA	Phil Sutton, former Asst. County Manager	
Hampton, GA	Alex Cohilas, City Manager	770-946-4306
Henry County, GA	Tom Couch, former Asst. County Administrator	912-764-0101
Henry County Water & Sewerage Auth.	Roderick Burch, Water & Sewerage Auth.	770-957-6659
Jasper County, GA	Chris Anderson, Planning Director	706-468-4905
Jefferson, GA	Jim Joiner, Mayor	706-367-5121
Jones County, GA	Mike Underwood, County Manager	478-986-8219
Kennesaw, GA	Darryl Simmons, Planning Director	770-590-8268

<i>Client/Job</i>	<i>Contact</i>	<i>Phone #</i>
LaGrange, GA	Tom Hall, City Manager	706-883-2010
Lee County, GA	Alan Ours, former County Manager	912-554-7401
Locust Grove, GA	Rick Jefferies, City Manager	770-957-5043
Loganville, GA	Bill Jones, City Manager	770-466-1165
Long County, GA	Robert Parker, County Commission Chairman	912-977-0305
Madison, GA	David Nunn, City Manager	706-342-1251
McDonough, GA	Rodney Heard, Community Development Director	678-782-6241
Newton County, GA	John Middleton, County Manager	770-784-2000
Pike County, GA	Tommy Burnsed, County Manager	770-567-3406
Rockdale County, GA	Kc Krzic, Planning Director	770-278-7135
Roswell, GA	Jerry Weitz, former Roswell Planner	404-502-7228
Sandy Springs, GA	Kristin Byars Smith, Assistant City Manager	770-206-1418
Senoia, GA	Richard Ferry, City Manager	770-599-3679
Spalding County, GA	William Wilson, County Manager	770-467-4233
Thomas County, GA	Mike Stephenson, County Manager	229-225-4100
Troup County, GA	Nancy Seegar, Planning Director	706-883-1650
Walton County, GA	Charna Parker, Planning Director	770-267-1354
Woodstock, GA	Richard McLeod, Former Planning Director	678-297-6072
Zebulon, GA	Kathleen Birney, Special Projects Dir	770-567-8748

Comprehensive Plans, Land Use Plans, Short-Term Work Programs

Acworth, GA, Livable Centers Initiative	Brian Bulthuis, City Manager	770-974-3112
Atlanta, GA - Stewart Ave. Revitalization Plan	Tom Walsh, Tunnell-Spangler	404-872-4714
Bulloch County, GA, I-16/US 301 Master Re-development Plan	Tom Couch, County Manager	912-764-6245
Camden County, GA, Master Land Use Plan	John Peterson, Planning Director	912-510-4315
Canton, GA, Comprehensive Plan	Ken Patton, Director of Community Development	770-704-1522
Carroll County, GA, Natural and Agricultural Resources Preservation Study	Kevin Jackson, County Commissioner	770-838-1259
Cartersville, GA, Comprehensive Plan	Randy Mannino, Planning Director	770-382-5600
Chamblee, GA	Kathy Brannon, City Clerk	770-986-5010
Cherokee County, Ball Ground and Waleska	Jeff Watkins, Planning Director	678-493-6107
Columbia County Comprehensive Plan 2016	Andrew Strickland, Planning Director	706-312-7268
Douglas County, GA, Comprehensive Plan	Eric Linton, County Manager	770-920-7244
Dunwoody, GA, Capital Improvements Element and Implementation Strategy	Mike Tuller, Former Planning Director	770-712-7782
Etowah Water & Sewer Authority	Brooke Anderson, Executive Director	706-344-9514

<i>Client/Job</i>	<i>Contact</i>	<i>Phone #</i>
Fulton County, GA, Hartsfield Impact Study -- Land Use element	Dr. James Faison, Fulton Co Environment & Community Dev.	404-730-8000
Ga DOT, State Route 316 Land Use Impact	Jay Pease, PBS&J	770-933-0280
Gainesville-Hall County, GA, Joint Comprehensive Plan	Randy Knighton, County Administrator	770-531-6809
Gainesville-Hall County, GA, MTP 2040	Srikanth Yamala, Planning Director	770-531-6809
Hall County Comprehensive Plan 2017	Srikanth Yamala, Planning Director	770-531-6809
Henry County, Stockbridge, Locust Grove & Hampton, GA, Joint Comprehensive Plan	Jim Risher, Former County Administrator	770-957-5340
Lilburn, GA, Livable Centers Initiative	Joddie Gray, UrbanTrans Inc.	404-745-9400
Jackson County, GA, Land Use Plan Update	Dan Schultz, former County Planning	770-986-5010
Lumpkin County Future Land Use Update	Kathy Duck, CAG Chair	800-241-7951
Oconee County, Bishop, Bogart, North High Shoals and Watkinsville, GA, Joint Comprehensive Plan	Wayne Provost, Director of Long-Range and Strategic Planning	706-769-2921
Rome-Floyd County, GA	Tom Sills, former Planning Director	770-854-6026
Roswell, GA Comprehensive Plan	Jerry Weitz, former Planning Director	770-751-1203
Spalding County Comprehensive Plan 2017	William Wilson, County Manager	770-467-4233
Suwanee, GA Comprehensive Plan, Affordable Housing Study, Mixed-Use Development Assessment	Marty Allen, City Manager	770-945-8996
Woodstock, GA, Comprehensive Plan Update	Richard McLeod, Former Planning Director	678-297-6072

Zoning and Unified Land Development Codes

Athens-Clarke County, GA	Al Crace, former Manager	706-367-6335
Banks County, GA	Jenni Gailey, County Clerk	706-677-6200
Barrow County, GA	Keith Lee, County Manager	770-307-3506
Bulloch County, GA - Design Standards and PUD rewrite	Tom Couch, County Manager	912-764-6245
Camden County, GA	John Peterson, Planning Director	912-510-4315
Chamblee, GA - Sign Ordinance	Kathy Brannon, City Clerk	770-986-5010
Columbus, GA	Rick Jones, Director of Planning	706-653-4116
Crisp County, GA	Connie Youngblood, Planning Director	912-276-2672
Dalton-Whitfield County - Review of Unified Zoning Ordinance	Barnett Chitwood, Northwest Georgia Regional Commission	706-272-2300
Douglas County, GA	Eric Linton, County Manager	770-920-7244

<i>Client/Job</i>	<i>Contact</i>	<i>Phone #</i>
Douglasville, GA - Sign Ordinance	Susan Littlefield, Asst. City Attorney	770-920-3000
Douglasville, GA - Zoning & Development Codes	Michelle Wright, Planning Director	770-920-3000
Duluth, GA - Unified Development Code	James Riker, City Manager	770-476-1790
East Point, GA	Chuck Taylor, former Assistant Planning Director	770-467-4254
Gainesville, GA	Kip Padgett, City Manager	770-531-6570
Hawkinsville, GA	Nicky Cabero, City Manager	912-892-3240
Jackson County, GA	B.R. White, former Planning Director	706-769-3916
Lee's Summit, Missouri	Steve Chinn, Stinson, Mag & Fizzell, PC	816-691-3183
Lumpkin County (Land Use Code)	Steve Gooch, Commissioner	706-864-3742
Morgan County, GA	Chuck Jarrell, Director of Planning and Development	770-467-4254
Newnan, GA	Tracy Dunnivant, Planning Director	770-254-2354
Oconee County, GA	Wayne Provost, Strategic Planning Dir	706-769-2921
Powder Springs, GA	Pam Conner, City Manager	770-439-2500
Sheffield, Alabama	Linda Wright, Admin. Assistant	256-383-0250
Walton County, GA	Charna Parker, Asst. Planning Director	770-267-1354

Sign Regulations and Ordinances

Duluth, GA	James Riker, City Manager	770-476-1790
Newnan, GA	Tracy Dunnivant, Planning Director	770-254-2354
Pooler, GA	Robert Byrd, City Manager	912-748-7261
Richmond Hill, GA	Chris Lovell, City Manager	912-756-3345

Expert Testimony, Lawsuits

Newton County Homebuilders v. Newton County (<i>Impact Fees</i>)	Andy Davis, Attorney	706-291-8853
Bo-Rome v. Rome, GA	Andy Davis, Attorney	706-291-8853
Save Etowah Terrace v. Rome, GA	Andy Davis, Attorney	706-291-8853
Davis Concrete v. Acworth, GA	Frank Jenkins, Attorney	770-387-1373
GMHA v. Spalding County, GA	Frank Jenkins, Attorney	770-387-1373
Columbus Quarry v. Harris County, GA	Frank Jenkins, Attorney	770-387-1373
HBAMA v. Cherokee County, GA (<i>Impact Fees</i>)	Frank Jenkins, Attorney	770-387-1373

<i>Client/Job</i>	<i>Contact</i>	<i>Phone #</i>
Tusk v. McDonough, GA	Frank Jenkins, Attorney	770-387-1373
Vulcan v. Bartow County, GA	Frank Jenkins, Attorney	770-387-1373
Dahlonega, GA - Fieldale Rezoning	J. Douglas Parks, City Attorney	706-864-4184
Dahlonega, GA - Jim Parks Rezoning and Variances	J. Douglas Parks, City Attorney	706-864-4184
Graham v. Roswell, GA	Mike Sullivan, City Attorney	404-658-9070
Lifestyle Communities v. Roswell	Regina Reid, Attorney	770-932-3552
Pinnacle Properties v. Roswell	Regina Reid, Attorney	770-932-3552
McLaughlin v. Cherokee County, GA	Robert Wright, Attorney	404-614-7514
Nix v. Gainesville, GA	Robert Wright, Attorney	404-614-7514
Southlake Property v. Morrow	Laurel Henderson, Attorney	770-478-5555
Williams, et al. v City of Pooler, GA (<i>Impact Fees</i>)	Patrick O'Connor, Attorney	912-236-3311

Training City and County Officials

Carl Vinson Institute of Government (UGA)	Crissy Marlowe	706-542-2736
Columbus Consolidated Government	Rick Jones	706-225-3936
City of Dunwoody	Eric Linton	678-382-6700
Georgia Ass'n of Zoning Administrators	Pauletta Rogers	706-542-9501
Georgia Planning Association	Richard Osborne	770-608-4758
Three Rivers Regional Commission	Lanier Boatwright, Executive Director	678-692-0510
Northwest Georgia Regional Commission	David Howerin, Planning Director	706-295-6485
Middle Georgia Regional Commission	Ralph Nix, Executive Director	478-751-6160
North Georgia RDC (now NW RC)	Barnett Chitwood, Planning Director	706-272-2300
